

Agenda for a Regular Meeting of the Finance Committee of the Common Council of the City of Hudson Monday, September 16, 2019 6:30 p.m. Council Chambers of City Hall, 505 Third Street

- 1. Call to Order
- 2. Discussion and Possible Action on Minutes from September 3, 2019.
- 3. Discussion and Possible Action on Claims in the amount of \$888,676.68.
- 4. Discussion and Possible Action on Approving the Operator License applications submitted by Andrew Blattner, Jenna Ganther, Elise Malhoit, Blake Quickel, Elizabeth Ricci, and Kaitlynn Wallace.
- 5. Discussion and Possible Action on Approving the Alternate Bid submitted by Pember Companies in the amount of \$95,231.25 for the Walnut Street Improvement Project.
- 6. Discussion and Possible Action on Approving the Transportation Impact Fee Study with Trilogy Consultants in the amount of \$3,682.39.
- 7. Discussion and Possible Action on Approving the Park Impact Fee Study with Trilogy Consultants in the amount of \$3.156.33.
- 8. Discussion and Possible Action on Approving the Purchase of 14 Badger Books for the use in elections for the amount of \$26,801.
- 9. Items for Future Agendas
- 10. Adjournment

Rich O'Connor, Mayor

Posted in City Hall lobbies and emailed to Hudson Star Observer on September 13, 2019. Some agenda items may be taken up earlier in the meeting, or in a different order than listed. Upon reasonable notice, an interpreter or other auxiliary aids will be provided at the meeting to accommodate the needs of the public. Please contact the City Clerk at 715-386-4765, ext. 140.

FINANCE COMMITTEE MEETING OF THE COMMON COUNCIL CITY OF HUDSON, WISCONSIN Tuesday, September 3, 2019

<u>UNAPPROVED</u>

Meeting called to order by Mayor Rich O'Connor at 6:15 pm.

PRESENT: Mayor Rich O'Connor and Alderpersons Joyce Hall and Randy Morrissette II.

ABSENT: Alderpersons Bill Alms

<u>OTHERS PRESENT</u>: Cathy Munkittrick, Alison Egger, Jim Webber, Michael Mroz, Jennifer Rogers, Geoff Willems, Scott St. Martin, Sarah Atkins Hoggatt, Kip Peters, Bryan Watson and others.

MINUTES: MOTION by Hall, second by Morrissette, to approve the minutes of the August 19, 2019 Finance Committee meeting. Ayes (3). MOTION CARRIED.

<u>CLAIMS</u>: MOTION by Hall, second by Morrissette, to recommend the payment of the following claims:

COUNCIL CLAIMS - September 3, 2019

Fund		Fund A/P Amounts P/B		Totals
100	General	544,314.01	148,762.40	693,076.41
310	Debt Service	886,196.89		886,196.89
416	TID 1-6	3,717.05		3,717.05
451	2017 & 2018 Cap Projects	36,188.73		36,188.73
452	2019 & 2020 Cap Projects	240,123.58		240,123.58
620	Parking	2,971.93	1,330.05	4,301.98
630	Ambulance	2,379.10	30,003.88	32,382.98
640	Storm Sewer	2,887.86	756.83	3,644.69
	Totals	1,718,779.15	180,853.16	1,899,632.31

Ayes (3). MOTION CARRIED.

<u>OPERATOR LICENSES</u>: MOTION by Hall, second by Morrissette to recommend approval of the issuance of (4) Operator Licenses for the period of September 4, 2019 to June 30, 2021 to: Riley Koess, Molly Class, Alexis Schauff, and Sarah Sirek, contingent on payment of any outstanding debt owed to the City and successful completion of the background check. Ayes (3). MOTION CARRIED.

<u>TEMPORARY OPERATOR LICENSES</u>: MOTION by Hall, second by Morrissette to recommend approval of the issuance of (5) Temporary Operator Licenses for the period of September 28, 2019 to September 29, 2019 to: Kathryn Abledinger, Peter Keskey, Mary Claire Potter, Amber Rykal, and Emily Sumner, contingent on payment of any outstanding debt owed to the City and successful completion of the background check. Ayes (3). MOTION CARRIED.

<u>DIVE TEAM:</u> Chief Willems, Police, stated the desire to keep the dive team within the City of Hudson an make them a part of the Police Department starting with the 2020 Budget. MOTION by Morrissette, second by Hall, to approve moving the dive team from EMS to the Police Department with the 2020 Budget. Ayes (3). MOTION CARRIED.

FINANCE COMMITTEE MEETING OF THE COMMON COUNCIL CITY OF HUDSON, WISCONSIN Tuesday, September 3, 2019

ST. CROIX STREET SANITARY SEWER PROJECT: MOTION by Hall, second by Morrissette, to approve the bid received from Pember Companies in the amount of \$68,379.00 for the St. Croix Street Sanitary Sewer Project with funding coming from a TID #6 Interfund Loan. Ayes (3). MOTION CARRIED.

<u>CITY ENGINEER</u>: MOTION by Morrissette II, second by Hall, to approve the appointment of Dean Chamberlain as City Engineer. Ayes (3) MOTION CARRIED.

<u>BADGER BOOKS</u>: Presentation on Badger Books for elections by the Wisconsin Elections Commission. NO ACTION TAKEN.

FUTURE AGENDA ITEMS: NONE

<u>ADJOURNMENT</u>: MOTION by Morrissette, second by Hall, to adjourn at 6:59 p.m. Ayes (3). MOTION CARRIED.

Alison Egger Finance Director



SUBMITTED TO: Finance Committee

DATE: September 16, 2019 SUBMITTED BY: Kathy Edwards, Accountant

COUNCIL CLAIMS - September 16, 2019						
Fund			A/P Amounts P/R Amounts		Totals	
100	General		58,618.11	112,529.34	171,147.45	
280	Parking		1,008.00		1,008.00	
290	Police Donations		174.00		174.00	
452	2019 & 2020 Cap Projects		682,454.04		682,454.04	
620	Parking		4.86		4.86	
630	Ambulance		1,797.31	1,344.11	3,141.42	
640	Storm Sewer		3.00	28,727.30	28,730.30	
				2,016.61	2,016.61	
					\$	
	Totals	\$	744,059.32	\$ 144,617.36	888,676.68	



SUBMITTED TO: Finance/Common Council

DATE: September 16, 2019

SUBMITTED BY: Karen Duchow, Deputy Clerk REGARDING: Application(s) for Operator's Licenses

ISSUE:

Applications for Operator's Licenses are on file in the City Clerk's office and are available for inspection upon request. If approved by Council, the licenses will be issued contingent upon successful completion of a background check and payment of any outstanding debt owed to the City.

STAFF RECOMMENDATION:

Approve the issuance for 6 new Regular Operator Licenses for the period of September 17, 2019 to June 30, 2021 to the following applicants:

Andrew Blattner Jenna Ganther Elise Malhoit Blake Quickel Elizabeth Ricci Kaitlynn Wallace



Michael Mroz Public Works & Parks Director 505 Third Street Hudson, Wisconsin 54016 ph: 715-716-5746 5 fx: (715)386-3385

TO:

Finance Committee/Common Council

FROM:

Michael Mroz; Public Works Director

DATE:

September 12, 2019

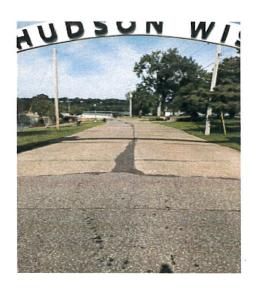
SUBJECT:

Approve alternate bid #1 submitted by Pember Companies Inc. in the

amount of \$95,231.25 for the Walnut Street Improvement project

BACKGROUND:

At the August 5th Council meeting, staff was directed to proceed with Walnut St. reconstruction and submit advertisements for bids.





UPDATE:

A Bid Opening was held on September 12, 2019 per the city procurement policy.

The following bids were received:	BASE BID	Alternate #1 BID		
Pember Companies Inc.	\$105,231.25	\$95,231.25		
Harmon Concrete & Construction Inc.	\$133,805.00	\$125,805.00		

The alternate bid is to perform the work in the Spring of 2020 with a May 20th deadline, instead of Fall 2019. As you can see, there is a deduction of \$10,000 if the project is completed next year.

STAFF RECOMMENDATION:

Staff recommends approval of the Alternate Bid submitted by Pember Companies Inc. in the amount of \$95,231.25, earmark the remaining 2019 street maintenance funds, and carry them over to complete the project in 2020.

FUNDING SOURCE:

Funding for Walnut St reconstruction will be paid for from the remaining balance in the 2019 Street Maintenance Capital Improvement Fund, which is \$95,151.00.

APPROVAL RECOMENDATION:

Approve the alternate bid from Pember Companies Inc in the amount of \$95,231.25 and to utilize the remaining 2019 Street Maintenance Capital Improvement balance to fund the project.



Real People. Real Solutions.

2035 County Road D East Maplewood, MN 55109-5314

> Ph: (651) 704-9970 Fax: (651) 704-9971 Bolton-Menk.com

September 12, 2019

Michael Mroz, Public Works and Parks Director City of Hudson 505 Third Street Hudson, WI 54016

Re:

Bid Results

Walnut Street Rehabilitation Project

BMI Project No. T62.119452

Dear Mr. Mroz:

Bids for the Walnut Street Rehabilitation Project were opened on Thursday, September 12, 2019. Two bids were received. The following is a bid summary:

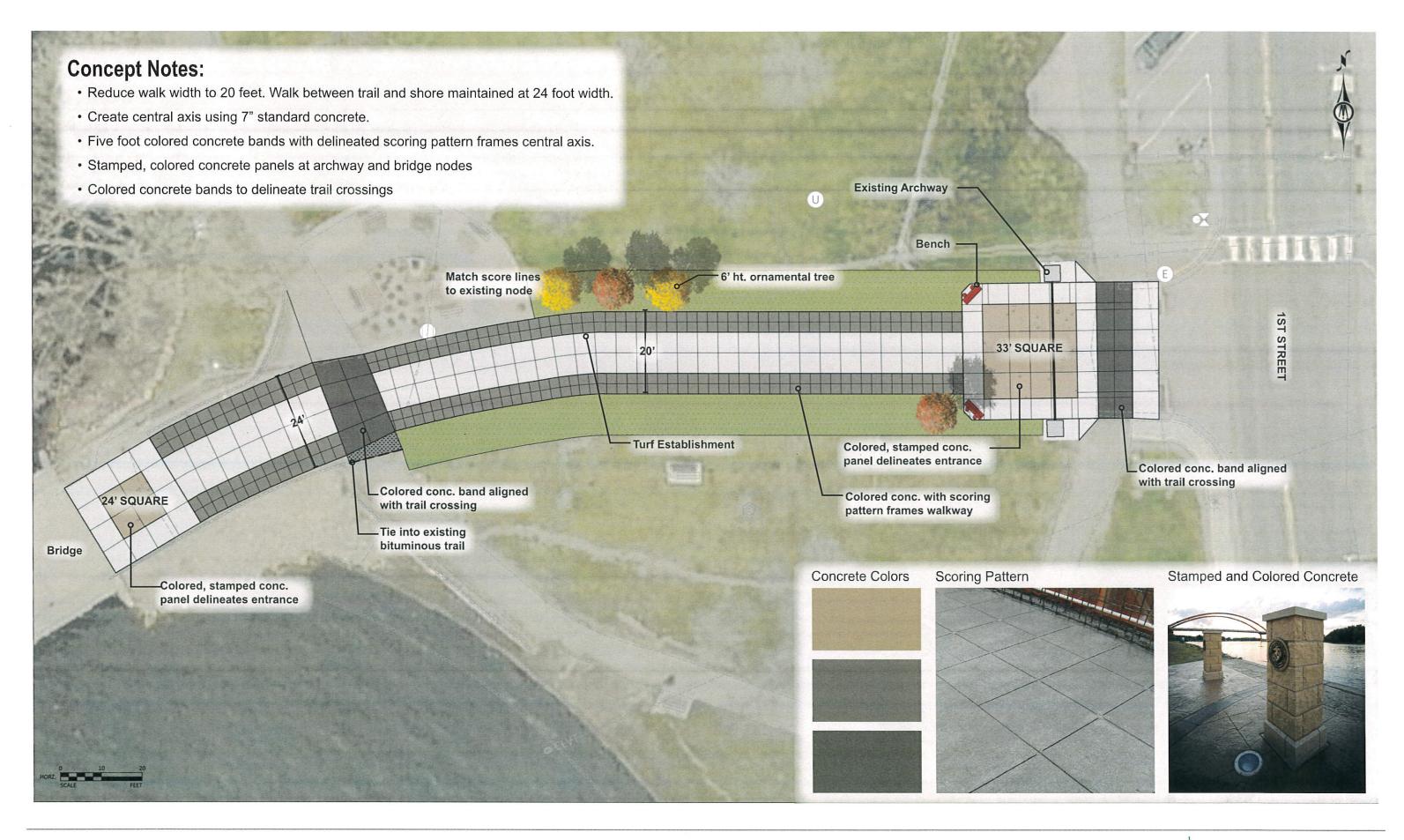
	BIDDERS	BASE BID	ALT. #1	
1	Pember Companies Inc.	\$105,231.25	(\$10,000)	
2	Harmon Concrete & Construction Inc.	\$133,805.00	(\$8,000)	

Based on the summary above, if the City wishes to award the Project to the lowest bidder, then Pember Companies Inc. should be awarded the Project on the Total Base Bid amount of \$105,231.25 for construction completed yet this year. If you wish to wait until next spring to construct the work, then the amount of the award should be \$10,000.00 less for a total of \$95,231.25 If you have any questions, please feel free to contact me at (651) 968-7742.

Sincerely,

Bolton & Menk, Inc.

Michael Nill, P.E. Principal Engineer









Michael Mroz Public Works & Parks Director 505 Third Street Hudson, Wisconsin 54016

ph: 715-716-5746 5 fax: (715)386-3385

TO:

Finance Committee/Common Council

FROM:

Michael Mroz; Public Works Director

DATE:

September 12, 2019

SUBJECT:

Authorization to proceed with the Transportation Impact Fee Study

with Trilogy Consultants in the amount of \$3,682.39.

BACKGROUND:

The City of Hudson is a high-growth community within a large and growing metropolitan area. As a result of increasing population and new nonresidential development, the City has increasing demands on its infrastructure and services. Significant capital improvement projects are anticipated in the near future to expand the capacity of many of the City's facilities and infrastructure. In short, the City of Hudson fits the profile of many other growing metropolitan communities in Wisconsin that have found impact fees to be an effective funding source for infrastructure and facilities needed to keep up with the demands of new development.

Currently, however, Hudson may not be making the most effective use of impact fees. Based on discussions between City staff, a comprehensive review and update of the City's impact fees could be used to address the following issues:

- Consider imposing impact fees for other facilities that are eligible under Wisconsin Statutes, such as transportation facilities.
- Consider including costs for bike and pedestrian trails/facilities in either a park impact fee or transportation facilities impact fee, depending on the location and nature of the trails/facilities;

The City would hire a firm to complete the impact study and would cost \$3,682.39. Attached is the scope of services.

FUNDING SOURCE:

Utilize remaining funds in the Carmichael Road Corridor Study, which has a balance of \$8410.00.

ACTION REQUESTED:

Approve the authorization to proceed with the Transportation Impact Fee Study with Trilogy Consultants in the amount of \$3,682.39.

Proposal for Comprehensive Impact Fee and Connection Fee Study City of Hudson, Wisconsin

Submitted by Trilogy Consulting, LLC
August 8, 2019



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Firm Overview



Trilogy Consulting, LLC offers local governments and utilities an objective, independent perspective on planning, administrative and financial issues. Our core services include impact fees; sewer, storm water and water user charge rate studies and financial plans; utility customer demand studies; funding for capital improvement plans; economic feasibility studies; ordinance preparation; intergovernmental cooperation studies and agreements; and specialized economic and policy analysis.

Contact Info

169 E. Wisconsin Ave., Suite R Oconomowoc, WI 53066 Phone: 262-470-2277

Fax: 262-436-2102

Email: ccramer@trilogy-llc.com

Trilogy was formed in November 2011 and is jointly owned by our principals, Erik Granum and Christine DeMaster (formerly Cramer). Erik and Christine have 34 years of experience working with dozens of municipalities on a wide variety of issues related to managing, operating, regulating and funding local government infrastructure and services. We do not have any additional staff at this time, so all of our consulting services are provided by our principals. As owners of the company, we are passionate about providing excellent customer service and the highest quality work.

Prior to forming Trilogy Consulting, Christine was a consultant with Ruekert/Mielke from 1997 to 2011; Erik was a consultant with Ruekert/Mielke from 2007 through 2011. During that time and since forming Trilogy, we also prepared periodic statewide surveys of the use of impact fees and connection fees by Wisconsin municipalities, gave seminars on the use of impact fees, and successfully implemented dozens of impact fees, connection fees, and updates for municipalities throughout the state. We are highly qualified and experienced to assist Wisconsin municipalities with any impact fee or connection fee analysis or question.

Trilogy Consulting, as well as each of our principals, is a registered municipal advisor with the Securities Exchange Commission and Municipal Securities Rulemaking Board. As registered municipal advisors, we provide independent advice to our client communities regarding potential funding and financial plans.

Project Understanding



The City of Hudson is a high-growth community within a large and growing metropolitan area. As a result of increasing population and new nonresidential development, the City has increasing demands on its infrastructure and services. Significant capital improvement projects are anticipated in the near future to expand the capacity of many of the City's facilities and infrastructure. In short, the City of Hudson fits the profile of many other growing metropolitan communities in Wisconsin that have found impact fees and connection fees to be an effective funding source for infrastructure and facilities needed to keep up with the demands of new development.

Currently, however, Hudson may not be making the most effective use of impact fees and connection fees. A city-wide sewer connection charge of \$1,450 is charged to new buildings connecting to the sanitary sewer system. This charge has not been updated since 1998. The City also has impact fees for trunk sewer facilities, trunk storm sewer facilities, and trunk water main, supply, storage and treatment facilities for new development in certain districts within the City. Finally, a park/open space fee is imposed on new development. This fee has also not been updated in a number of years.

Based on discussions with City staff and a preliminary review of the City's ordinances and schedule of fees, a comprehensive review and update of the City's impact fees and connection fees should address the following issues:

- Updating the amounts of the fees for the sewer connection charge and park/open space fees to
 ensure that these fees have adequate documentation and represent the current costs to provide
 wastewater treatment and parkland acquisition and development costs;
- Consider imposing the park fee under the impact fee statute instead of as subdivision plat fee so that
 park development costs beyond 'initial improvement' may be included in the fee (Wis. Stats. §236.45
 limits improvements included in a fee imposed on subdivisions to grading, landscaping, installation of
 utilities, sidewalks, playground equipment, and restroom facilities);
- Consider imposing the trunk sewer fees as connection charges, since connection charges have fewer limitations and requirements under Wisconsin Statutes as compared to impact fees;
- Consider options for developing city-wide charges for water and sanitary sewer facilities instead of
 district specific fees. The advantages of city-wide charges include less administrative work to ensure
 that fees are charged only to properties within the specific districts and that funds are spent only on
 projects within the appropriate district, greater clarity for builders and developers regarding fees that
 apply to their development, and the ability to recover the costs of facilities that are impacted by new
 development/redevelopment anywhere within the City;

Project Understanding



- Consider options for sewer and water fees that are easier to calculate, such as fees based on meter size instead of residential equivalent units;
- Consider imposing impact fees for other facilities that are eligible under Wisconsin Statutes, such as fire station, police station, library, and transportation facilities;
- Consider including costs for bike and pedestrian trails/facilities in either a park impact fee or transportation facilities impact fee, depending on the location and nature of the trails/facilities;
- Consider including costs for parking facilities in the transportation facilities impact fee. Issues to take
 into account with a parking component is what properties this would apply to—nonresidential only or
 also residential development, downtown development only versus city-wide— and the potential effect
 of such fees on downtown development and redevelopment;
- Updating the City's impact fee and connection fee ordinances to be consistent with current impact fee statutes, to simplify calculation and management, and to include mechanisms for adjusting fees for inflation and regular updates to the studies and fees;
- Impact fees and connection fees charged by peer communities in the region, as well as the impacts on development costs in Hudson.

For this Impact Fee and Sanitary Sewer Connection Fee Study, our approach will include the following:

- Consistent application of service level standards to current and future development to determine any deficiencies and the share of facilities space needed to serve existing development—Wisconsin Statutes require the identification of planned service level standards. In order to ensure that costs needed to improve the level of service or to provide the proposed level of service to existing development are not included in the impact fees, it is important to apply the proposed service level standards to existing development and determine the amount of public facilities capacity that would be needed to provide the same service level to existing development.
- Identification of the maximum amount eligible for recover through impact and connection fees—our
 Impact Fee and Connection Fee Study will identify the maximum that could be charged under
 Wisconsin Statutes. The City may choose to collect a lower amount for any or all of the fees as a
 matter of policy.
- Identification of the percentage of project costs for each recommended project that is eligible to be paid for with impact fees—we will identify the percentage of each project that will be eligible for recovery through impact fees based on the desired fee level. This is important as a guide for the City in applying impact fee revenues to cash finance projects or pay debt service.

Project Understanding



- Careful consideration of how to treat projects listed in previous area-specific impact fee studies and revenues collected from those area-specific fees—We will review the prior impact fee studies and gather information regarding the actual project costs and revenue collections and make recommendations regarding how to appropriately include those projects into the updated impact fee and connection fee study. The amount of revenues collected to date for any projects included in the new study will be taken into consideration and guidance will be provided for how to apply all revenues collected to date but not spent. Based on preliminary discussions with City staff, any projects not yet completed, or completed but not fully paid for, can likely be included in updated city-wide fees, but detailed recommendations will be developed as part of the study.
- Initial feasibility assessment— For some of the facilities that the City is allowed to collect impact fees under Wisconsin Statutes, it may not be recommended to impose impact fees at this time. Since impact fee revenues not spent within 8 years of the date of collection must be refunded, impact fees should only be imposed if the City is committed to beginning a project within 8 years. As another example, impact fees could be used to fund parking improvements as part of a transportation facilities impact fee. However, there are practical concerns with deciding which properties should pay such a fee and the disincentives to downtown development or redevelopment that might be created by a parking facilities impact fee. Our study will include an initial feasibility assessment to explore which types of facilities and which specific projects should be included, as well as the appropriate planning period, based on the nature and status of planned projects, amount of excess capacity in existing facilities, and other relevant factors.
- Ordinance review and recommendations for collection and administration—Our services for this
 project will include a thorough review of the City's ordinances pertaining to impact fees, connection
 fees, and park/open space fees (§181-22, §198-10, and §254-12). We will also review the City's
 practices with respect to calculating, collecting, and managing fee revenues for impact fees,
 connection fees, and park/open space fees, and will make recommendations for updating and
 modifying practices and ordinances to improve clarity, ease of administration, and compliance with
 Wisconsin Statutes.
- A survey of impact and connection fees charged by other peer communities in the region—We will develop a list of peer communities with input from City staff and put together a survey of the various impact fees, connection fees, and park/open space fees charged by these communities. We will also provide examples of how much the total fees would be for example nonresidential development relative to estimated construction costs. This will be included in our presentation to the City Council and committees to help understand how the proposed fees compare to others in the area and how the proposed fees will affect new development and redevelopment.



Project Administration

Our goal is to provide clear communication throughout the project regarding what information and input we need from the City to perform the work and what the City can expect from us.

- 1. Kickoff Meeting At the start of the project, we will conduct a conference call with City representatives responsible for overseeing and providing input for this study. Topics of discussion for this meeting will include but not be limited to:
 - a. Objectives for the study;
 - b. Information and data needs for the study;
 - c. Review of the draft project schedule;
 - d. Key contacts and preferred methods of communication and information sharing for the City and Trilogy;
 - e. Preferred frequency and format of project status updates;
 - f. Preferred format for reviewing and commenting on draft work product.
- 2. Managing Project Schedule We will be responsible for managing the project schedule and keeping the City informed of the status of the project and any input needed from the City to keep the study moving forward. To that end, we will:
 - a. Prepare a draft project schedule to discuss at the kickoff meeting;
 - b. Revise and update the schedule as needed during the study;
 - c. Coordinate in-person and telephone conference meetings with the designated City contact person;
 - d. Provide status updates on the study on a regular basis throughout the study;
 - e. Contact City staff as needed throughout the study to request additional information or input on the study.

Data Analysis and Impact Fee and Connection Fee Calculations

We will use data provided by the City to identify the public facilities and costs needed to serve new growth versus the share of facility capacity to serve existing development or improve the level of service, and calculate impact fees that are reasonably related to the impact of new development. We will consider excess capacity in existing facilities as well as planned facilities expansions. Fire, Library, Parks, Police, Transportation (including Parking), and Water facilities will each be analyzed separately, but the same process will be used for each facility, as described below. Connection fees for Sanitary Sewer Facilities will also be calculated based on the actual or estimated cost of existing excess capacity and/or anticipated facility capacity expansions, as described below.

1. Information Gathering and Review – At the beginning of the study, we will:



- a. Provide a preliminary list of information and data needs for the study.
- b. Review and compile the information provided by the City.
- c. Follow up with City staff as needed to clarify information
- 2. Initial Feasibility Assessment Following initial review of the information and documents provided by the City, we will recommend a planning horizon for the study, identify the potential facilities to be included in the fees, and evaluate the advantages and disadvantages of developing impact fees for each facility type.
 - a. We will recommend a planning horizon for the study based on a review of the City's Comprehensive Plan, available facility planning documents, and the expected service life of planned facilities, in terms of planned capacity and useful life.
 - b. We will review the City's planning documents and capital improvement program, as well as records of past projects included in the water and sewer impact fee studies and projects paid in part with water impact fees, sewer impact fees, or sewer connection fees, to identify potential facilities and projects to be included.
 - c. Based on the above review, we will evaluate the advantages and disadvantages of developing impact fees for each facility type. There may be some facilities for which alternative funding mechanisms are determined to be more suitable, for which the City is not sufficiently committed to expending the funds within the statutory time limits.
 - d. Following our review, we will discuss our general recommendations with City staff and develop an agreed upon list of facilities for which we will calculate impact fees and an agreed upon planning horizon.
- 3. Population and Development Forecasts Developing reasonable and realistic development forecasts are critical to helping the City collect the anticipated amount of revenues while also ensuring that the fees aren't disproportionate to the amount of new development.
 - a. The following types of population and development forecasts will be required to calculate appropriate impact and connection fees:
 - i. Population
 - ii. Households
 - iii. Increase in property value from residential development
 - iv. Forecast acres and square footage of nonresidential development (including annexation areas and redevelopment)
 - v. Increase in property value from nonresidential development
 - vi. New Residential Equivalent Units (REUs) from new water and sewer customers
 - vii. New meters by meter size for new water and sewer customers
 - b. A trend analyses of historic growth in population and households, nonresidential development,



nonresidential floor area ratios, residential and nonresidential property values, number of new water utility customers by meter size and water usage per customer by customer class will be prepared, based on available data.

- c. Development forecasts will be prepared for the selected planning horizon, including all the elements identified above.
 - i. Projections of population, households, acres of nonresidential development, and water and sewer demand through the planning horizon will be developed based on the City's Comprehensive Plan, the regional land use plan, water and sewer utility projections, information from the Community Development Department regarding anticipated development or redevelopment areas, the historical trend analyses, and any other available information sources.
 - ii. Projections of nonresidential building square footage, residential and nonresidential property value, REUs, and new meters by meter size will be developed using the base projections of population, housing, nonresidential development and water/sewer demand, and factors developed from the trend analysis.
- 4. Inventory of Existing Facilities—As required under Wisconsin Statutes, for each type of facility for which impact fees are proposed, we will prepare an inventory of existing facilities. Inventories will be developed from planning documents, maps, and/or floorplans provided by the City, supplemented by information regarding land acquisitions and/or projects completed since the date of the planning document.
 - a. Fire Description of the existing Fire Station, the vehicles and operations it houses, and the square feet of facility space by function.
 - b. Library Description of the existing Library building, current Library staffing and services, and the amount of space available for various types of services provided by the Library.
 - c. Parks A list of each of the existing parks owned by the City, the acreage and amenities provided at each site; if bike and pedestrian trails are to be included in the fees, a list of trails and miles of trails will be included.
 - d. Police The existing Police Station, the Department staffing, operations, and vehicles, and the amount of facility space for each general function of the Department.
 - e. Transportation Miles of streets owned and maintained by the City by classification, identification of arterial streets.
 - f. Water Miles of mains by size, age and capacity of wells, age and capacity of storage facilities, age and capacity of booster pump stations.
- 5. Identification of Planned Facilities For each of the facility types for which impact fees are proposed, we will compile the list of planned facilities to be included in the study.
 - a. Fire—Describe and quantify the new fire station that is under construction, the vehicles and operations it is designed to house, and the square feet of space by function, as well as any



- planned expansion to the existing fire station during the planning period.
- b. Library—Since the City doesn't currently have specific plans for a new or expanded Library, we will develop planning level estimates of new or expanded library space that will be needed to provide an adequate level of service for the projected population through the planning period. Based on discussions with City staff we may use the existing service level, in terms of facility space per 1,000 population, or use 'Public Library Space Needs: A Planning Outline', published by the Wisconsin Department of Public Instruction, to estimate facility space needs.
- c. Parks—For the planned facilities, we will include projects from the 2015-2020 Parks and Outdoor Recreation Plan that have not yet been completed, as well as facilities that are included in the City's capital improvement program. Depending on the service level standards recommended in the Park and Outdoor Recreation Plan and the projected population increase through the planning period, we may also include anticipated projects beyond the capital improvement program.
- d. Police—Since the City doesn't currently have detailed plans for a new police station facility, we will develop planning level estimates to include in the impact fee study based on information provided by City staff, service level standards provided by the existing station, and/or police stations recently constructed in similarly-sized communities.
- e. Transportation—Describe and quantify planned arterial street capacity expansions, such as Carmichael Road, 11th Street, improvements to the freeway Exit 2 area, Highway 35, and any others identified by City staff.
- f. Water—Describe and quantify anticipated improvements to the capacity of the water supply, treatment, storage and distribution system based on any planning documents provided by the City, projects anticipated in prior impact fee studies but not yet completed, the City's capital improvement program, and anticipated future increases in water demand.
- 6. Identification of Service Level Standards—For each category of facilities, we will identify the service level standard to be provided by the existing and proposed facilities. Wisconsin Statutes do not provide guidelines, so service level standards are determined by the municipality based on the facilities that the municipality chooses to provide.
 - a. Fire—The service level standard will be based on the total square feet of facility space per 1,000 residents served that will be provided by existing and planned facilities through the planning period.
 - b. Library—Service level standards will be quantified based on square feet of existing plus planned facility space per 1,000 residents served through the planning period.
 - c. Parks—Serve level standards will be based on acres of parkland (existing and planned) per 1,000 residents. If the City's Park and Outdoor Recreation Plan specifies standards for types of park facilities per 1,000 residents, that may also be used as a standard for various types of facilities.



- d. Police—Square feet of total planned future facility space per 1,000 residents or per full-time employee will be used as the service level standard, depending on available plans and information.
- e. Transportation—For streets, the relevant service level standards is the Level of Service provided by each street segment, as measured by percentage of time spent following. We will review any corridor studies and other planning documents and discuss with City staff to determine the level of service planned to be provided by the expanded roadway segments.
- f. Water—The level of service for water facilities will be determined based on the criteria used by the City for sizing each type of water system facility. For example, the level of service for water supply may require supplying the anticipated maximum daily usage with the largest well out of service.
- 7. Identification of Existing Deficiencies and Proportionate Share Analysis For each type of facility, we will determine the percentage of facilities that are attributable to serving existing development versus the percentage to serving future development. Existing deficiencies will be quantified relative to the planned service level standards. Those facilities for which there is no existing deficiency will be considered entirely attributable to future development and 100 percent of their cost would eligible to be included in the impact fee calculation. For those facilities with existing deficiencies, the proportionate share of the facilities serving new development will be based on the projected future increases in residential and/or non-residential development as appropriate.
- 8. Identification of Capital Costs and Impact Fee Eligible Share For each type of facility, the proportionate share analysis performed in Task 7 will be applied to the total actual or estimated costs for the facilities identified in Task 5 that are to be included in the impact fee. Capital costs will be determined through any available existing plans that the City has prepared, the City's capital improvement plan, or planning level estimates based on similar projects in the region or other construction cost estimating standards. The costs that are attributable to serving future development would then comprise the maximum amounts eligible to be included in the impact fees.
- 9. Calculation of Proposed Impact Fees For each facility type, a determination will be made with regards to the types of development that should pay the fees and how much of the total impact fee eligible costs should be recovered from different types of development. A recommended schedule of fees will be prepared as follows:
 - a. Residential fees fees per dwelling unit for single family and multi-family residential units will be calculated based on costs allocated to residential growth divided by anticipated units of development.
 - b. Non-residential fees fees per square foot of building space or other unit as desired will be based on costs allocated to non-residential growth by category divided by anticipated units of



development as appropriate.

- c. Water impact fees fees per water meter or REU will be based on costs eligible for water system facilities divided by the desired unit, which will be applied to all development categories as appropriate.
- 10. Sewer Connection Fee—Sewer connection fees may be imposed under Wisconsin Statutes §66.0821 as part of a system of sewer user charges. The City's existing sewer connection fee is imposed under this authority. For this study, we propose to develop a single City-wide sewer connection fee that covers the Wastewater Treatment Facility, and lift station or sewer main oversizing costs not paid for through special assessments, developer contributions, or capital costs imposed on annexation. This study will take into consideration costs for projects already completed for which the total cost has not been recovered, as well as revenues to date from existing impact and connection fees, excess capacity in existing facilities, and anticipated future projects. The study will also provide recommendations and guidelines for use of sewer connection fee revenues.

Documentation

We will prepare a Public Facilities Needs Assessment that complies with Wisconsin Statutes §66.0617 documenting all of the recommended impact fees, including an Executive Summary written to be understandable to a layperson. We will separately prepare a report for the recommended sanitary sewer connection fees.

- 1. Prepare draft reports we will prepare draft documents and provide electronic versions of the Word documents to City representatives for review and comment.
- 2. Review with City staff we will confer with City staff to receive comments on the draft reports, via telephone conference and/or exchange of written comments.
- 3. Revise draft reports and prepare final reports we will prepare the final reports with all feedback from the City and provide electronic and hardcopy (if requested) copies of the reports.

Implementation

We will assist the City with implementation of the fees as follows:

- 1. Review the City's ordinances and prepare amendments to implement the proposed fees and update the ordinances to comply with current Wisconsin Statutes— the particular sections that we anticipate updating include §181-22A. and D. (park development fee), §198-10.E(6) (sewer connection charge), and §254-12D. (impact fees).
- 2. Prepare a summary presentation of the study, including a survey of impact fees for peer communities and evaluation of impacts on development costs in Hudson.
- 3. Attend meetings of the Utility Commission, Finance Committee, and two meetings of the Common Council (including the required public hearing) to present the proposed fees.



City of Oconomowoc, WI—2019

In 2019, Trilogy prepared a public facilities needs assessment and impact fee study for **Water**, **Streets**, and **Law Enforcement** facilities to update projects and estimated costs in the existing ordinance. The City adopted the public facilities needs assessment and ordinance that updated these fees in April, 2019. The needs assessment and impact fee study update eliminated the impact fee for water facilities, since the City no longer needed a new well due to reduced water use per customer, and revised the costs and projects included in the fees for streets and a new law enforcement building. The updated fees include a fee of \$410 per single family residence, \$0.57 per square foot for commercial and institutional development, and \$0.11 per square foot for industrial development to fund a new law enforcement facility. For transportation facilities, the fees are \$373 per single family residence, \$1.39 per square foot for commercial and institutional development, and \$0.36 per square foot for industrial development. Trilogy's services for this project were to prepare an amendment to the public facilities needs assessments in compliance with Wisconsin Statutes 66.0617 and presentations to the Finance Committee and City Council.

Reference:

Sarah Kitsembel, Administrator 174 East Wisconsin Avenue Oconomowoc, WI 53066 (262) 569-2183 skitsembel@oconomowoc-wi.gov

Village of Menomonee Falls, WI-2017

In 2017, Trilogy prepared an amendment to the public facilities needs assessment and impact fee study for **Sanitary Sewer**, **Parks**, and **Fire** facilities to include additional projects and estimated costs in the needs assessment. The Village adopted the amendment to the needs assessment in October, 2017. The amended needs assessment and impact fee study will allow the Village to apply impact fee revenues to additional projects that were not anticipated when the impact fee study was previously updated in 2014. Trilogy's services for this project were to prepare an amendment to the public facilities needs assessments in compliance with Wisconsin Statutes 66.0617.

Reference:

Tom Hoffman, Director of Engineering W156 N8480 Pilgrim Rd Menomonee Falls, WI 53051 (262) 532-4400 THoffman@menomonee-falls.org



Village of Sussex, WI—2012, 2015, 2018

Reserve Capacity Assessments for Sanitary Sewer and Water Facilities—In 2012, the Village hired Trilogy to update the Village's Sewer and Water Reserve Capacity Assessments (RCAs). The Village initially adopted the RCA fees in 1976 and has updated them several times since then. The water RCA is used to recover costs for wells, storage and pumping facilities, and water main oversizing for both existing and planned future facilities. The sewer RCA is used to recover costs for WWTP capacity, lift stations, and trunk sewer oversizing costs for both existing and planned future facilities. Revenues from the fees are used to offset capital costs for both new and replacement facilities. The fees were updated in 2012 to incorporate actual costs for several major sewer and water projects that were completed since the last update in 2005, to incorporate future projects into the fee calculations, examine water and sewer usage statistics and recast projections, and work with Village staff to incorporate RCA fees into annual budget projections. Trilogy updated the RCA fees again in 2018 to adjust them for updated projects, costs, and system capacity.

Library Impact Fee—In 2015, the Village retained Trilogy Consulting to prepare a public facilities needs assessment and impact fee study for a significant expansion and remodeling of its Library. Because the project included both remodeling and expansion of the existing library as part of construction of a larger combined Village Hall and Library facility, the study required a detailed analysis to determine the proportionate share of costs attributable to future development. Trilogy's services included preparation of a public facilities needs assessment in compliance with Wisconsin Statutes 66.0617, preparation of a draft ordinance to implement the fee, and attendance at the Village Board meeting and public hearing to present the proposed fees and answer questions. In April, 2015, the Village Board approved a library impact fee of \$800 per single family residence, with an annual increase of 8 percent per year until the fees reach the recommended amount of \$1,966 per single family household.

Park Impact Fee—In 2015, the Village also retained Trilogy to prepare an update to its public facilities needs assessment for park facilities based on its updated Comprehensive Outdoor Recreation Plan. Due to the increase in facilities costs for parks, the total amount of impact fee eligible costs would have resulted in a fee that was significantly higher than the fees in place in 2015. In November 2015, the Village Board adopted a schedule of annual increases of 4 percent per year until the fees reach the recommended amount of \$3,706 per single family household.

Trilogy's services for these fees included preparation of a public facilities needs assessment in compliance with Wisconsin Statutes 66.0617, preparation of reports for the proposed reserve capacity assessments, preparation of draft ordinances to implement the fee, and attendance at the Village Board meeting and public hearing to present the proposed fees and answer questions.



Reference:

Jeremy Smith, Village Administrator N64 W23760 Main Street Sussex, WI 53089 (262) 246-5200 JSmith@villagesussex.org

City of River Falls—2014

In 2014, Trilogy Consulting prepared a **Sewer Connection Fee and Water Impact Fee Update**. The water impact fee was initially implemented in 2002, and was updated in 2004, 2006, and 2009. Based on Trilogy's recommendations, the City adopted a new schedule of water impact fees and sewer connection fees per meter size in October 2014. The water impact fee per residential equivalent meter was increased from \$1,721 to \$2,226. The study proposed a single city-wide sewer connection fee based on meter size to replace the existing connection fee for the WWTP and area-specific fees imposed to pay for trunk sewers improvements. The WWTP portion of the sewer connection fee was calculated based on the existing value of WWTP assets per residential equivalent unit of capacity, essentially a 'buy-in' for the value of existing excess capacity. For both the water and sewer fees, the study included the remaining costs of completed projects that had not yet been recovered through impact or connection fees. Trilogy's services for this project included preparation of a public facilities needs assessment and impact fee study in compliance with Wisconsin Statutes 66.0617 and a sewer connection fee study, assistance drafting substantial revisions to the City's impact fee and connection fee ordinances, attendance at meetings of the Utility Advisory Board and the City Council to present the proposed fee, and attendance at the required public hearing.

Reference:

Scot Simpson, City Administrator 222 Lewis Street River Falls, WI 54022 (715) 426-3402 ssimpson@rfcity.org

Village of Menomonee Falls—2014

In 2014, Trilogy Consulting prepared an update public facilities needs assessment and impact fee study for the Village of Menomonee Falls. The study recommended a decrease in the Parks Facilities Impact Fee, an increase in the Water Facilities Impact Fee, a decrease in the Sanitary Sewer Facilities Impact Fee, and a decrease in the Fire Facilities Impact Fee. In January, 2015, the Village Board adopted the recommended impact fees. Trilogy's services for this project included preparing the public facilities needs assessment and



impact fee study in compliance with Wisconsin Statutes 66.0617, assisting with an amendment to the Village's impact fee ordinance, and attending the Village Board meeting and public hearing to present the study and answer questions.

Reference:

Tom Hoffman, Director of Engineering W156 N8480 Pilgrim Rd Menomonee Falls, WI 53051 (262) 532-4400 THoffman@menomonee-falls.org

Village of Mukwonago—2013 and 2017

In 2013, the Village adopted increased **Police Impact Fees**, **Fire Impact Fees**, **Library Impact Fees**, and **Water Impact Fees**, and reduced **Sanitary Sewer Impact Fees**, based on recommendations from Trilogy Consulting. The water impact fee funds both system-wide facilities and water main oversizing, while the sewer impact fee pays for lift stations and trunk sewer oversizing costs. Both fees are imposed on new development and redevelopment throughout the Village. The Village's fees were initially imposed in 2002 and 2003, and an important part of this update was determining the implications for public facilities needs of significant changes in population and development projections. The 2002/2003 studies were based on projections of three-fold growth of the Village by 2020 through annexations. The updated projections assumed growth of about 40 percent between 2000 and 2030.

Trilogy also prepared an updated **Sewer Connection Fee** study for the Village in 2013 to replace the existing connection fee which was adopted in 1980 and had not been updated since then. The connection fee was based on the value of the Village's Wastewater Treatment Facility and is used to fund capital costs for both new and replacement facilities.

In 2017, Trilogy updated the impact fee study and the Village adopted new fee amounts for police, fire, library, water, and sewer impact fees.

Trilogy's services for these projects included updating development projections and costs for future facilities; preparing the report required under Wisconsin Statutes 66.0617; updating the impact fee ordinance; presenting the recommendations to the Village Board and providing support for the public hearing. Trilogy also created an impact fee tracking worksheet for each fee to document expenditures for projects completed since the fees were adopted. Using this worksheet, the Village was able to verify that it was in compliance with time limits for expending impact fee revenues on the capital costs for which the fees were imposed; and that in fact some of the funds in the impact fee accounts could have been applied to past project costs or debt service.



Reference:
Diana Doherty, Finance Director
440 River Crest Court
P.O. Box 206
Mukwonago, WI 53149
(262) 363-6420 ext. 2101
ddoherty@villageofmukwonago.com

Christine A. DeMaster

Principal / Senior Consultant

169 E. Wisconsin Ave. Suite R Oconomowoc, WI 53066 Phone: 262-470-2277 Fax: 262-436-2102

Email: ccramer@trilogy-llc.com





Christine has been a consultant to local governments and utilities since 1997, providing analysis and advice on a wide variety of planning, economic and fiscal issues. Prior to forming Trilogy, Christine was consultant with Ruekert/Mielke from 1997 to 2011. While her work experience varies widely the common theme is a focus on helping local governments and utilities develop fair and equitable long-term plans and policies. Her strengths include not only sound, detailed and accurate analysis, but also the ability to explain her recommendations in terms that are easy to understand.

Christine is a member of the national and Wisconsin chapter of the American Water Works Association, and serves on the AWWA Rates and Charges Committee and a sub-committee charged with developing recommendations for utility reserve policies. Christine is the Chair of the WIAWWA Audit and Finance Committee. She is a registered Municipal Advisor with the Securities and Exchange Commission and the Municipal Securities Rulemaking Board and has passed the Series 50 Municipal Advisor Representative Qualification Exam.

Education:

- Master's of Urban Planning, University of Wisconsin-Milwaukee, 1997
- · Bachelor of Science, Physics, Carroll College, 1994

Professional Affiliations:

- · American Planning Association, Wisconsin Chapter
- American Water Works Association, Wisconsin Chapter

Professional Qualifications:

· Series 50 Municipal Advisor Representative Exam

Experience & Expertise

- Public Facilities Needs Assessments and Impact Fee Studies
- Water and Sewer Rate Studies
- Cost-of-Service Rate Studies
- · Specialized Rate Design, including Conservation Water Rates and High-Strength Sewer Rates
- Capital Infrastructure Cost Allocations
- Storm Water Utility Rate Studies and Development

- Utility Creation and Acquisition **Feasibility Studies**
- Redevelopment, Site and General Ordinance Drafting, Review and Planning Services
- Long-Term Capital Infrastructure Planning and Financial Analysis
- Tax Incremental Financing Planning and Analysis
- · Expert Witness Testimony and Litigation Support
- Specialized Economic and Statistical Analysis

- · Public Policy Research and Analysis
- Updating
- Fiscal Impact Analysis
- Analysis of New Funding Methods
- · Grant Funding Research and Preparation of Applications
- · Landfill Siting Analysis & Negotiations

Christine A. DeMaster



With Trilogy Consulting, Christine has prepared, implemented, and updated the following public facilities needs assessments and impact fees:

- Law Enforcement Impact Fee, Oconomowoc, WI, 2019
- Transportation Impact Fee, Oconomowoc, WI, 2019
- Law Enforcement, Library, Fire Station, Sewer and Water Impact Fees, Mukwonago, WI, 2017
- Sewer Impact Fee, Menomonee Falls, WI, 2017
- Park Impact Fee, Menomonee Falls, Wi, 2017
- Fire Impact Fee, Menomonee Falls, WI, 2017
- Water Impact Fee, Menomonee Falls, WI, 2017
- Park Impact Fee, Sussex, WI, 2015
- Library Impact Fee, Sussex, WI, 2015
- · Water Impact Fee, River Falls, WI, 2014
- Sewer Impact Fee, Menomonee Falls, WI, 2014
- Park Impact Fee, Menomonee Falls, WI, 2014
- Fire Impact Fee, Menomonee Falls, WI, 2014
- Water Impact Fee, Menomonee Falls, WI, 2014
- Law Enforcement, Library, Fire Station, Sewer and Water Impact Fees, Mukwonago, WI, 2013

While employed by Ruekert/Mielke, between 1997 and 2011, Christine prepared, implemented, and updated public facilities needs assessments and impact fees for the following municipalities:

- City of Cedarburg
- Town of Cedarburg
- Village of Dousman
- Village of Eagle
- City of Fitchburg
- City of Franklin
- Village of Germantown
- Village of Grafton
- Village of Hartland
- City of Kenosha
- Village of Kewaskum
- · Village of Menomonee Falls
- City of Middleton
- · Village of Mukwonago
- City of Muskego
- City of Oconomowoc
- · City of Racine
- Village of Sussex

Christine A. DeMaster



Presentations and Papers

"Depreciation Funding; Bond Financing; Pay As You Go, What's Best?", Infrastructure Renewal Engineering & Ethics Seminar, WIAWWA, November 2018

Illinois Association for Floodplain and Stormwater Management, Stormwater Funding Seminar, February 2018

"Utility Cash Reserves", Money Matters Column, Journal of the American Water Works Association, April 2018

"Funding Annual Water Infrastructure Replacement Programs" - Wisconsin Water Association Annual Conference, September 2017

"Reducing the Cost of Capital" - Water Finance Conference, Milwaukee, WI, August 2017

"Straight Talk About Water Finance" - Wisconsin Water Association Annual Conference, September 2013

"Balancing Declining Revenues and Increasing Costs" - Wisconsin Water Association Management Seminar, August 2013

"Managing the State Budget Crisis at the Local Level" – League of Wisconsin Municipalities Annual Conference, October 2011

"Doing More With Less: Collaborative Leadership for Service Delivery Workshop" – Local Government Institute of Wisconsin, April 2011

"Storm Water Utilities – Lessons Learned" - Waukesha County Storm Water Management Workshop, March 2011

"Tax Incremental Finance Basics" – Wisconsin Government Finance Officers Association, December 2010

"Racine Revenue Sharing Program" – Wisconsin Legislative Council, Special Committee on Local Service Consolidation, November 2010

"Managing Impact Fees" - Wisconsin Municipal Clerks and Treasurers Institute, UW-Green Bay Local Government Education, July 2010

"A New Model for Fiscal Regionalism: Greater Racine's Plan for Overcoming Fiscal Disparity", Government Finance Review, February 2004

Erik A. Granum

Principal / Senior Consultant

169 E. Wisconsin Ave., Suite R Oconomowoc, WI 53066 Phone: 920-723-2169 Fax: 262-436-2102 Email: egranum@trilogy-llc.com





Erik has been working in the field of municipal and utility consulting since 2007, performing a wide variety of financial, economic and planning-related consulting services. His philosophy to municipal consulting is to provide an objective, fair and independent perspective for the client, while recognizing the political difficulties in public policy decision-making. He excels in developing alternative scenarios that meet the objectives of the municipality, while being reasonable and defensible for government decision makers that are held accountable to the residents and businesses in their communities.

Erik believes in providing local government officials and decision-makers recommendations that are based on the best available information so that public policy is sound, fair and logical. His passions lie in using available data and interpreting it into something that is understandable and has a positive real impact on communities. He is a registered Municipal Advisor with the Securities and Exchange Commission and the Municipal Securities Rulemaking Board and has passed the Series 50 Municipal Advisor Representative Qualification Exam.

Education:

- Master's of Urban Planning, University of Wisconsin— Milwaukee, 2009
- Bachelor of Business
 Administration, Marketing &
 Operations Management,
 University of Wisconsin—
 Whitewater, 2004

Professional Affiliations:

American Water Works
 Association, Wisconsin Chapter

Professional Qualifications:

 MSRB Series 50 Municipal Advisor Representative Exam

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Experience & Expertise

- · Water and Sewer Rate Studies
- Cost-of-Service Rate Studies
- Specialized Rate Design, including Conservation Water Rates
- Capital Cost Allocation
- Storm Water Utility Rate Studies and Development
- Public Facilities Needs
 Assessments and Impact Fee
 Studies

- Utility Creation and Acquisition Feasibility Studies
- Land Use Planning Services
- Long-Term Capital Planning and Financial Analysis
- Geographic Information Systems
 (GIS) Mapping & Spatial Analysis
- Tax Incremental Financing Planning and Analysis
- Expert Witness Testimony and Litigation Support

- Specialized Economic and Statistical Analysis
- Public Policy Research and Analysis
- · Ordinance Review and Updating
- Fiscal Impact Analysis
- Life Cycle Cost Analysis
- Analysis of New Funding Methods
- Grant Funding Research and Preparation of Applications

Erik A. Granum Recent Projects



With Trilogy Consulting, Erik has prepared, implemented, and updated the following public facilities needs assessments and impact fees:

- Police Impact Fee, Oconomowoc, WI, 2019
- Transportation Impact Fee, Oconomowoc, WI, 2019
- Park Impact Fee, Sussex, WI, 2015
- Library Impact Fee, Sussex, WI, 2015
- Water Impact Fee, River Falls, WI, 2014
- Sewer Impact Fee, Menomonee Falls, WI, 2014
- Park Impact Fee, Menomonee Falls, WI, 2014
- Fire Impact Fee, Menomonee Falls, WI, 2014
- Water Impact Fee, Menomonee Falls, WI, 2014
- Impact Fee Update for Law Enforcement, Library, Fire Station, Sewer and Water Impact Fees, Mukwonago, WI,
 2013

While employed by Ruekert/Mielke, between 2007 and 2011, Erik prepared, implemented, and updated public facilities needs assessments and impact fees for the following municipalities:

- Town of Cedarburg
- · Village of Dousman
- City of Fitchburg
- Village of Hartland
- Village of Menomonee Falls
- City of Middleton
- Village of Mukwonago
- City of Oconomowoc
- City of Racine
- City of Waukesha

Project Budget



Task L	abor Hours	Per	Hour		Total
1. Kickoff Meeting					
Discuss information needs and schedule with City staff	4.00	\$	110	\$	440.00
2. Initial Feasibility Assessment		•			
Review plans and planning documents	13.00	\$	110	\$	1,430.00
Evaluate advantages for each type of facility	10.00	\$	110	\$	1,100.00
Discuss recommendations with City staff	2.00	\$	110	\$	220.00
3. Population and Development Forecasts					
Trend analysis of historical growth	4.00	\$	110	\$	440.00
Projections of future development	10.00	\$	110	\$	1,100.00
4. Inventory of Existing Facilities		-			·
Fire	3.00	\$	110	\$	330.00
Library	3.00	\$	110	\$	330.00
Parks	3.50	\$	110	\$	385.00
Police	3.00	\$	110	\$	330.00
Transportation	5.00	\$	110	\$	550.00
Water	2.50	\$	110	\$	275.00
Sewer	5.00	\$	110	\$	550.00
5. Identification of Planned Facilities					
Fire	2.50	\$	110	\$	275.00
Library	6.50	\$	110	\$	715.00
Parks	5.00	\$	110	\$	550.00
Police	6.50	\$	110	\$	715.00
Transportation	5.00	\$	110	\$	550.00
Water	3.50	\$	110	\$	385.00
Sewer	4.00	\$	110	\$	440.00
6. Identification of Service Level Standards					
Fire	3.50	\$	110	\$	385.00
Library	2.50	\$	110	\$	275.00
Parks	3.50	\$	110	\$	385.00
Police	2.50	\$	110	\$	275.00
Transportation	4.50	\$	110	\$	495.00
Water	3.50	\$	110	\$	
7. Identification of Existing Deficiencies and Proportionate Share Analysis				·	
Fire	2.50	\$	110	\$	275.00
Library	2.00	\$	110	\$	
Parks	2.50	, \$	110	\$	
Police	2.00	\$	110	\$	
Transportation	3.50	\$	110	\$	
Water	3.50	-	110		

Project Budget



Task	Labor Hours	Per	Hour		Total
8. Identification of Capital Costs and Impact Fee Eligible Share					
Fire	2.50	\$	110	\$	275.00
Library	3.00	\$	110	\$	330.00
Parks	3.50	\$	110	\$	385.00
Police	3.00	\$	110	\$	330.00
Transportation	3.00	\$	110	\$	330.00
Water	5.00	\$	110	\$	550.00
9. Calculation of Proposed Impact Fees					
Fire	1.75	\$	110	\$	192.50
Library	1.25	\$	110	\$	137.50
Parks	1.50	\$	110	\$	165.00
Police	1.75	\$	110	\$	192.50
Transportation	1.75	\$	110	\$	192.50
Water	2.00	\$	110	\$	220.00
10. Sewer Connection Fee					
Identify costs to be included in connection	5.00	\$	110	\$	550.00
Calculate fee per unit	2,50	\$	110	\$	275.00
11. Report Preparation and Presentation					
Prepare draft report	12.00	\$	110	\$	1,320.00
Discuss draft report with City staff	3.00	\$	110	\$	330.00
Make revisions and prepare final report	7.00	\$	110	\$	770.00
Prepare presentation for Utility Commission	5.50	\$	110	\$	605.00
Present to Utility Commission	3.00	\$	110	\$	330,00
Prepare presentation for Finance Committee	8.00	\$	110	\$	880.00
Present to Finance Committee	3.00	\$	110	\$	330.00
Prepare presentation for City Council	5.50	\$	110	\$	605.00
Present recommendations at City Council meeting (2)	6.00	\$	110	\$	660.00
12. Ordinance Preparation and Review					
Prepare draft ordinance	4.00	\$	110	\$	440.00
Discuss draft ordinance with City and attorney	2.00	\$	110	\$	220.00
Assist with final ordinance preparation	3.00	\$	110	\$	330.00
Total	236.50			\$2	26,015.00
General Study Costs	105.00			\$	4,730.00
By Facility				·	,
Fire	15.75			\$	2,549.34
Library	18.25				2,954.00
Parks	19.50				3,156.33
Police	18.75				3,034.93
Transportation	22.75				3,682.39
Water	20.00				3,237.26
Sewer	16.50				2,670.74

Project Schedule



In order to implement the fees by the end of the year, the following preliminary schedule of project milestones is proposed.

Milestone	Date
Project Kickoff Meeting	8/19/2019
Draft Report Complete	10/25/2019
Final Report for Presentation	11/8/2019
Utilities Committee Meeting	11/12/2019
Finance Committee Meeting	11/19/2019
Report Available for Public Review	11/26/2019
City Council Meeting	12/2/2019
City Council Meeting / Public Hearing	12/16/2019



Michael Mroz Public Works & Parks Director 505 Third Street Hudson, Wisconsin 54016

ph: 715-716-5746 5 fax: (715)386-3385

TO: Finance Committee/Common Council

FROM: Michael Mroz; Public Works Director

DATE: September 12, 2019

SUBJECT: Authorization to proceed with the Park Impact Fee Study with Trilogy

Consultants in the amount of \$3,156.33.

BACKGROUND:

Since 2012, city staff, legal counsel, and committee members have discussed the need to implement an Impact Fee study for future park improvements. Impact fees are a way for local governments to require new developments to pay a proportionate share of the infrastructure costs they impose on the community. In contrast to traditional "negotiated" developer exactions, impact fees are charges that are assessed on new development using a standard formula based on objective characteristics, such as the number and type of dwelling units constructed. The fees are one-time, up-front charges, with the payment usually made at the time of building permit issuance. Essentially, impact fees require that each new development project pay its pro-rata share of the cost of new capital facilities required to serve that development.

Because impact fees were pioneered before the existence of specific state enabling legislation, they were originally based on local government's broad "police power" to regulate land development in order to protect the health, safety and welfare of the community. The courts have developed guidelines for constitutionally-valid impact fees, based on "rational nexus" standards. These standards essentially require that the fees must be proportional to the need for additional infrastructure created by the new development and must be spent in such a way as to provide that same type of infrastructure to benefit new development.

Impact fees in Wisconsin are governed by the State's impact fee statute (Section 66.0617), which was adopted in 1993. Act 477, which became effective in 2006, modified the list of eligible park facilities. Previously, the statute had authorized impact fees for "parks, playgrounds and other recreational facilities;" now, it authorizes fees for "parks, playgrounds and land for athletic fields." It does not appear that this change had a substantive effect on the authority to assess fees for park land, but it may exclude the use of fees for some recreational facilities located outside of parks.

Since 2015, the City Attorney has advised the City to prepare a Public Park Facilities Needs Assessment that identifies needs and establishes fees that are consistent with WI § 66.0617 (impact fees) and WI § 236.45 (6) (park fees imposed in connection with subdivision approval). The City has a Parks and Outdoor recreation Plan, but this plan

does not include all the analysis and calculations necessary to properly establish impact fees under Wisconsin Statutes. Also, it was not clear whether the Plan or the 2002 Public Facilities Needs Assessment was adopted following the procedures required for impact fees. Finally, the statutes regarding park impact fees have also changed in the last 15 years, thus it would be in the City's best interest to prepare a new Parks Needs Assessment that complies with the current statutes and identifies future park needs related to new development and establishes impact fees based on current conditions and laws.

Ultimately, the City needs to hit the reset button for the continued collection of impact fees, do the necessary needs assessments and draft policies/ordinances that comply with current statutes.

The City would hire a firm to complete the impact study and would cost \$3,156.33. Attached is the scope of services.

FUNDING SOURCE:

Utilize remaining funds in the Carmichael Road Corridor Study, which has a balance of \$8410.00.

ACTION REQUESTED:

Approve the authorization to proceed with the Park Impact Fee Study with Trilogy Consultants in the amount of \$3,156.33.

Proposal for Comprehensive Impact Fee and Connection Fee Study City of Hudson, Wisconsin

Submitted by Trilogy Consulting, LLC
August 8, 2019



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Firm Overview



Trilogy Consulting, LLC offers local governments and utilities an objective, independent perspective on planning, administrative and financial issues. Our core services include impact fees; sewer, storm water and water user charge rate studies and financial plans; utility customer demand studies; funding for capital improvement plans; economic feasibility studies; ordinance preparation; intergovernmental cooperation studies and agreements; and specialized economic and policy analysis.

Contact Info

169 E. Wisconsin Ave., Suite R Oconomowoc, WI 53066 Phone: 262-470-2277

Fax: 262-436-2102

Email: ccramer@trilogy-llc.com

Trilogy was formed in November 2011 and is jointly owned by our principals, Erik Granum and Christine DeMaster (formerly Cramer). Erik and Christine have 34 years of experience working with dozens of municipalities on a wide variety of issues related to managing, operating, regulating and funding local government infrastructure and services. We do not have any additional staff at this time, so all of our consulting services are provided by our principals. As owners of the company, we are passionate about providing excellent customer service and the highest quality work.

Prior to forming Trilogy Consulting, Christine was a consultant with Ruekert/Mielke from 1997 to 2011; Erik was a consultant with Ruekert/Mielke from 2007 through 2011. During that time and since forming Trilogy, we also prepared periodic statewide surveys of the use of impact fees and connection fees by Wisconsin municipalities, gave seminars on the use of impact fees, and successfully implemented dozens of impact fees, connection fees, and updates for municipalities throughout the state. We are highly qualified and experienced to assist Wisconsin municipalities with any impact fee or connection fee analysis or question.

Trilogy Consulting, as well as each of our principals, is a registered municipal advisor with the Securities Exchange Commission and Municipal Securities Rulemaking Board. As registered municipal advisors, we provide independent advice to our client communities regarding potential funding and financial plans.

Project Understanding



The City of Hudson is a high-growth community within a large and growing metropolitan area. As a result of increasing population and new nonresidential development, the City has increasing demands on its infrastructure and services. Significant capital improvement projects are anticipated in the near future to expand the capacity of many of the City's facilities and infrastructure. In short, the City of Hudson fits the profile of many other growing metropolitan communities in Wisconsin that have found impact fees and connection fees to be an effective funding source for infrastructure and facilities needed to keep up with the demands of new development.

Currently, however, Hudson may not be making the most effective use of impact fees and connection fees. A city-wide sewer connection charge of \$1,450 is charged to new buildings connecting to the sanitary sewer system. This charge has not been updated since 1998. The City also has impact fees for trunk sewer facilities, trunk storm sewer facilities, and trunk water main, supply, storage and treatment facilities for new development in certain districts within the City. Finally, a park/open space fee is imposed on new development. This fee has also not been updated in a number of years.

Based on discussions with City staff and a preliminary review of the City's ordinances and schedule of fees, a comprehensive review and update of the City's impact fees and connection fees should address the following issues:

- Updating the amounts of the fees for the sewer connection charge and park/open space fees to ensure that these fees have adequate documentation and represent the current costs to provide wastewater treatment and parkland acquisition and development costs;
- Consider imposing the park fee under the impact fee statute instead of as subdivision plat fee so that park development costs beyond 'initial improvement' may be included in the fee (Wis. Stats. §236.45 limits improvements included in a fee imposed on subdivisions to grading, landscaping, installation of utilities, sidewalks, playground equipment, and restroom facilities);
- Consider imposing the trunk sewer fees as connection charges, since connection charges have fewer limitations and requirements under Wisconsin Statutes as compared to impact fees;
- Consider options for developing city-wide charges for water and sanitary sewer facilities instead of
 district specific fees. The advantages of city-wide charges include less administrative work to ensure
 that fees are charged only to properties within the specific districts and that funds are spent only on
 projects within the appropriate district, greater clarity for builders and developers regarding fees that
 apply to their development, and the ability to recover the costs of facilities that are impacted by new
 development/redevelopment anywhere within the City;

Project Understanding



- Consider options for sewer and water fees that are easier to calculate, such as fees based on meter size instead of residential equivalent units;
- Consider imposing impact fees for other facilities that are eligible under Wisconsin Statutes, such as fire station, police station, library, and transportation facilities;
- Consider including costs for bike and pedestrian trails/facilities in either a park impact fee or transportation facilities impact fee, depending on the location and nature of the trails/facilities;
- Consider including costs for parking facilities in the transportation facilities impact fee. Issues to take
 into account with a parking component is what properties this would apply to—nonresidential only or
 also residential development, downtown development only versus city-wide— and the potential effect
 of such fees on downtown development and redevelopment;
- Updating the City's impact fee and connection fee ordinances to be consistent with current impact fee statutes, to simplify calculation and management, and to include mechanisms for adjusting fees for inflation and regular updates to the studies and fees;
- Impact fees and connection fees charged by peer communities in the region, as well as the impacts on development costs in Hudson.

For this Impact Fee and Sanitary Sewer Connection Fee Study, our approach will include the following:

- Consistent application of service level standards to current and future development to determine any deficiencies and the share of facilities space needed to serve existing development—Wisconsin Statutes require the identification of planned service level standards. In order to ensure that costs needed to improve the level of service or to provide the proposed level of service to existing development are not included in the impact fees, it is important to apply the proposed service level standards to existing development and determine the amount of public facilities capacity that would be needed to provide the same service level to existing development.
- Identification of the maximum amount eligible for recover through impact and connection fees—our
 Impact Fee and Connection Fee Study will identify the maximum that could be charged under
 Wisconsin Statutes. The City may choose to collect a lower amount for any or all of the fees as a
 matter of policy.
- Identification of the percentage of project costs for each recommended project that is eligible to be
 paid for with impact fees—we will identify the percentage of each project that will be eligible for
 recovery through impact fees based on the desired fee level. This is important as a guide for the City in
 applying impact fee revenues to cash finance projects or pay debt service.

Project Understanding



- Careful consideration of how to treat projects listed in previous area-specific impact fee studies and revenues collected from those area-specific fees—We will review the prior impact fee studies and gather information regarding the actual project costs and revenue collections and make recommendations regarding how to appropriately include those projects into the updated impact fee and connection fee study. The amount of revenues collected to date for any projects included in the new study will be taken into consideration and guidance will be provided for how to apply all revenues collected to date but not spent. Based on preliminary discussions with City staff, any projects not yet completed, or completed but not fully paid for, can likely be included in updated city-wide fees, but detailed recommendations will be developed as part of the study.
- Initial feasibility assessment— For some of the facilities that the City is allowed to collect impact fees under Wisconsin Statutes, it may not be recommended to impose impact fees at this time. Since impact fee revenues not spent within 8 years of the date of collection must be refunded, impact fees should only be imposed if the City is committed to beginning a project within 8 years. As another example, impact fees could be used to fund parking improvements as part of a transportation facilities impact fee. However, there are practical concerns with deciding which properties should pay such a fee and the disincentives to downtown development or redevelopment that might be created by a parking facilities impact fee. Our study will include an initial feasibility assessment to explore which types of facilities and which specific projects should be included, as well as the appropriate planning period, based on the nature and status of planned projects, amount of excess capacity in existing facilities, and other relevant factors.
- Ordinance review and recommendations for collection and administration—Our services for this
 project will include a thorough review of the City's ordinances pertaining to impact fees, connection
 fees, and park/open space fees (§181-22, §198-10, and §254-12). We will also review the City's
 practices with respect to calculating, collecting, and managing fee revenues for impact fees,
 connection fees, and park/open space fees, and will make recommendations for updating and
 modifying practices and ordinances to improve clarity, ease of administration, and compliance with
 Wisconsin Statutes.
- A survey of impact and connection fees charged by other peer communities in the region—We will develop a list of peer communities with input from City staff and put together a survey of the various impact fees, connection fees, and park/open space fees charged by these communities. We will also provide examples of how much the total fees would be for example nonresidential development relative to estimated construction costs. This will be included in our presentation to the City Council and committees to help understand how the proposed fees compare to others in the area and how the proposed fees will affect new development and redevelopment.



Project Administration

Our goal is to provide clear communication throughout the project regarding what information and input we need from the City to perform the work and what the City can expect from us.

- 1. Kickoff Meeting At the start of the project, we will conduct a conference call with City representatives responsible for overseeing and providing input for this study. Topics of discussion for this meeting will include but not be limited to:
 - a. Objectives for the study;
 - b. Information and data needs for the study;
 - c. Review of the draft project schedule;
 - d. Key contacts and preferred methods of communication and information sharing for the City and Trilogy;
 - e. Preferred frequency and format of project status updates;
 - f. Preferred format for reviewing and commenting on draft work product.
- 2. Managing Project Schedule We will be responsible for managing the project schedule and keeping the City informed of the status of the project and any input needed from the City to keep the study moving forward. To that end, we will:
 - a. Prepare a draft project schedule to discuss at the kickoff meeting;
 - b. Revise and update the schedule as needed during the study;
 - c. Coordinate in-person and telephone conference meetings with the designated City contact person;
 - d. Provide status updates on the study on a regular basis throughout the study;
 - e. Contact City staff as needed throughout the study to request additional information or input on the study.

Data Analysis and Impact Fee and Connection Fee Calculations

We will use data provided by the City to identify the public facilities and costs needed to serve new growth versus the share of facility capacity to serve existing development or improve the level of service, and calculate impact fees that are reasonably related to the impact of new development. We will consider excess capacity in existing facilities as well as planned facilities expansions. Fire, Library, Parks, Police, Transportation (including Parking), and Water facilities will each be analyzed separately, but the same process will be used for each facility, as described below. Connection fees for Sanitary Sewer Facilities will also be calculated based on the actual or estimated cost of existing excess capacity and/or anticipated facility capacity expansions, as described below.

1. Information Gathering and Review – At the beginning of the study, we will:



- a. Provide a preliminary list of information and data needs for the study.
- b. Review and compile the information provided by the City.
- c. Follow up with City staff as needed to clarify information
- 2. Initial Feasibility Assessment Following initial review of the information and documents provided by the City, we will recommend a planning horizon for the study, identify the potential facilities to be included in the fees, and evaluate the advantages and disadvantages of developing impact fees for each facility type.
 - a. We will recommend a planning horizon for the study based on a review of the City's Comprehensive Plan, available facility planning documents, and the expected service life of planned facilities, in terms of planned capacity and useful life.
 - b. We will review the City's planning documents and capital improvement program, as well as records of past projects included in the water and sewer impact fee studies and projects paid in part with water impact fees, sewer impact fees, or sewer connection fees, to identify potential facilities and projects to be included.
 - c. Based on the above review, we will evaluate the advantages and disadvantages of developing impact fees for each facility type. There may be some facilities for which alternative funding mechanisms are determined to be more suitable, for which the City is not sufficiently committed to expending the funds within the statutory time limits.
 - d. Following our review, we will discuss our general recommendations with City staff and develop an agreed upon list of facilities for which we will calculate impact fees and an agreed upon planning horizon.
- 3. Population and Development Forecasts Developing reasonable and realistic development forecasts are critical to helping the City collect the anticipated amount of revenues while also ensuring that the fees aren't disproportionate to the amount of new development.
 - a. The following types of population and development forecasts will be required to calculate appropriate impact and connection fees:
 - i. Population
 - ii. Households
 - iii. Increase in property value from residential development
 - iv. Forecast acres and square footage of nonresidential development (including annexation areas and redevelopment)
 - v. Increase in property value from nonresidential development
 - vi. New Residential Equivalent Units (REUs) from new water and sewer customers
 - vii. New meters by meter size for new water and sewer customers
 - b. A trend analyses of historic growth in population and households, nonresidential development,



nonresidential floor area ratios, residential and nonresidential property values, number of new water utility customers by meter size and water usage per customer by customer class will be prepared, based on available data.

- c. Development forecasts will be prepared for the selected planning horizon, including all the elements identified above.
 - i. Projections of population, households, acres of nonresidential development, and water and sewer demand through the planning horizon will be developed based on the City's Comprehensive Plan, the regional land use plan, water and sewer utility projections, information from the Community Development Department regarding anticipated development or redevelopment areas, the historical trend analyses, and any other available information sources.
 - ii. Projections of nonresidential building square footage, residential and nonresidential property value, REUs, and new meters by meter size will be developed using the base projections of population, housing, nonresidential development and water/sewer demand, and factors developed from the trend analysis.
- 4. Inventory of Existing Facilities—As required under Wisconsin Statutes, for each type of facility for which impact fees are proposed, we will prepare an inventory of existing facilities. Inventories will be developed from planning documents, maps, and/or floorplans provided by the City, supplemented by information regarding land acquisitions and/or projects completed since the date of the planning document.
 - a. Fire Description of the existing Fire Station, the vehicles and operations it houses, and the square feet of facility space by function.
 - b. Library Description of the existing Library building, current Library staffing and services, and the amount of space available for various types of services provided by the Library.
 - c. Parks A list of each of the existing parks owned by the City, the acreage and amenities provided at each site; if bike and pedestrian trails are to be included in the fees, a list of trails and miles of trails will be included.
 - d. Police The existing Police Station, the Department staffing, operations, and vehicles, and the amount of facility space for each general function of the Department.
 - e. Transportation Miles of streets owned and maintained by the City by classification, identification of arterial streets.
 - f. Water Miles of mains by size, age and capacity of wells, age and capacity of storage facilities, age and capacity of booster pump stations.
- 5. Identification of Planned Facilities For each of the facility types for which impact fees are proposed, we will compile the list of planned facilities to be included in the study.
 - a. Fire—Describe and quantify the new fire station that is under construction, the vehicles and operations it is designed to house, and the square feet of space by function, as well as any



planned expansion to the existing fire station during the planning period.

- b. Library—Since the City doesn't currently have specific plans for a new or expanded Library, we will develop planning level estimates of new or expanded library space that will be needed to provide an adequate level of service for the projected population through the planning period. Based on discussions with City staff we may use the existing service level, in terms of facility space per 1,000 population, or use 'Public Library Space Needs: A Planning Outline', published by the Wisconsin Department of Public Instruction, to estimate facility space needs.
- c. Parks—For the planned facilities, we will include projects from the 2015-2020 Parks and Outdoor Recreation Plan that have not yet been completed, as well as facilities that are included in the City's capital improvement program. Depending on the service level standards recommended in the Park and Outdoor Recreation Plan and the projected population increase through the planning period, we may also include anticipated projects beyond the capital improvement program.
- d. Police—Since the City doesn't currently have detailed plans for a new police station facility, we will develop planning level estimates to include in the impact fee study based on information provided by City staff, service level standards provided by the existing station, and/or police stations recently constructed in similarly-sized communities.
- e. Transportation—Describe and quantify planned arterial street capacity expansions, such as Carmichael Road, 11th Street, improvements to the freeway Exit 2 area, Highway 35, and any others identified by City staff.
- f. Water—Describe and quantify anticipated improvements to the capacity of the water supply, treatment, storage and distribution system based on any planning documents provided by the City, projects anticipated in prior impact fee studies but not yet completed, the City's capital improvement program, and anticipated future increases in water demand.
- 6. Identification of Service Level Standards—For each category of facilities, we will identify the service level standard to be provided by the existing and proposed facilities. Wisconsin Statutes do not provide guidelines, so service level standards are determined by the municipality based on the facilities that the municipality chooses to provide.
 - a. Fire—The service level standard will be based on the total square feet of facility space per 1,000 residents served that will be provided by existing and planned facilities through the planning period.
 - b. Library—Service level standards will be quantified based on square feet of existing plus planned facility space per 1,000 residents served through the planning period.
 - c. Parks—Serve level standards will be based on acres of parkland (existing and planned) per 1,000 residents. If the City's Park and Outdoor Recreation Plan specifies standards for types of park facilities per 1,000 residents, that may also be used as a standard for various types of facilities.



- d. Police—Square feet of total planned future facility space per 1,000 residents or per full-time employee will be used as the service level standard, depending on available plans and information.
- e. Transportation—For streets, the relevant service level standards is the Level of Service provided by each street segment, as measured by percentage of time spent following. We will review any corridor studies and other planning documents and discuss with City staff to determine the level of service planned to be provided by the expanded roadway segments.
- f. Water—The level of service for water facilities will be determined based on the criteria used by the City for sizing each type of water system facility. For example, the level of service for water supply may require supplying the anticipated maximum daily usage with the largest well out of service.
- 7. Identification of Existing Deficiencies and Proportionate Share Analysis For each type of facility, we will determine the percentage of facilities that are attributable to serving existing development versus the percentage to serving future development. Existing deficiencies will be quantified relative to the planned service level standards. Those facilities for which there is no existing deficiency will be considered entirely attributable to future development and 100 percent of their cost would eligible to be included in the impact fee calculation. For those facilities with existing deficiencies, the proportionate share of the facilities serving new development will be based on the projected future increases in residential and/or non-residential development as appropriate.
- 8. Identification of Capital Costs and Impact Fee Eligible Share For each type of facility, the proportionate share analysis performed in Task 7 will be applied to the total actual or estimated costs for the facilities identified in Task 5 that are to be included in the impact fee. Capital costs will be determined through any available existing plans that the City has prepared, the City's capital improvement plan, or planning level estimates based on similar projects in the region or other construction cost estimating standards. The costs that are attributable to serving future development would then comprise the maximum amounts eligible to be included in the impact fees.
- 9. Calculation of Proposed Impact Fees For each facility type, a determination will be made with regards to the types of development that should pay the fees and how much of the total impact fee eligible costs should be recovered from different types of development. A recommended schedule of fees will be prepared as follows:
 - a. Residential fees fees per dwelling unit for single family and multi-family residential units will be calculated based on costs allocated to residential growth divided by anticipated units of development.
 - b. Non-residential fees fees per square foot of building space or other unit as desired will be based on costs allocated to non-residential growth by category divided by anticipated units of



development as appropriate.

- c. Water impact fees fees per water meter or REU will be based on costs eligible for water system facilities divided by the desired unit, which will be applied to all development categories as appropriate.
- 10. Sewer Connection Fee—Sewer connection fees may be imposed under Wisconsin Statutes §66.0821 as part of a system of sewer user charges. The City's existing sewer connection fee is imposed under this authority. For this study, we propose to develop a single City-wide sewer connection fee that covers the Wastewater Treatment Facility, and lift station or sewer main oversizing costs not paid for through special assessments, developer contributions, or capital costs imposed on annexation. This study will take into consideration costs for projects already completed for which the total cost has not been recovered, as well as revenues to date from existing impact and connection fees, excess capacity in existing facilities, and anticipated future projects. The study will also provide recommendations and guidelines for use of sewer connection fee revenues.

Documentation

We will prepare a Public Facilities Needs Assessment that complies with Wisconsin Statutes §66.0617 documenting all of the recommended impact fees, including an Executive Summary written to be understandable to a layperson. We will separately prepare a report for the recommended sanitary sewer connection fees.

- 1. Prepare draft reports we will prepare draft documents and provide electronic versions of the Word documents to City representatives for review and comment.
- 2. Review with City staff we will confer with City staff to receive comments on the draft reports, via telephone conference and/or exchange of written comments.
- 3. Revise draft reports and prepare final reports we will prepare the final reports with all feedback from the City and provide electronic and hardcopy (if requested) copies of the reports.

Implementation

We will assist the City with implementation of the fees as follows:

- 1. Review the City's ordinances and prepare amendments to implement the proposed fees and update the ordinances to comply with current Wisconsin Statutes— the particular sections that we anticipate updating include §181-22A. and D. (park development fee), §198-10.E(6) (sewer connection charge), and §254-12D. (impact fees).
- 2. Prepare a summary presentation of the study, including a survey of impact fees for peer communities and evaluation of impacts on development costs in Hudson.
- 3. Attend meetings of the Utility Commission, Finance Committee, and two meetings of the Common Council (including the required public hearing) to present the proposed fees.



City of Oconomowoc, WI—2019

In 2019, Trilogy prepared a public facilities needs assessment and impact fee study for **Water**, **Streets**, and **Law Enforcement** facilities to update projects and estimated costs in the existing ordinance. The City adopted the public facilities needs assessment and ordinance that updated these fees in April, 2019. The needs assessment and impact fee study update eliminated the impact fee for water facilities, since the City no longer needed a new well due to reduced water use per customer, and revised the costs and projects included in the fees for streets and a new law enforcement building. The updated fees include a fee of \$410 per single family residence, \$0.57 per square foot for commercial and institutional development, and \$0.11 per square foot for industrial development to fund a new law enforcement facility. For transportation facilities, the fees are \$373 per single family residence, \$1.39 per square foot for commercial and institutional development, and \$0.36 per square foot for industrial development. Trilogy's services for this project were to prepare an amendment to the public facilities needs assessments in compliance with Wisconsin Statutes 66.0617 and presentations to the Finance Committee and City Council.

Reference:

Sarah Kitsembel, Administrator 174 East Wisconsin Avenue Oconomowoc, WI 53066 (262) 569-2183 skitsembel@oconomowoc-wi.gov

Village of Menomonee Falls, WI-2017

In 2017, Trilogy prepared an amendment to the public facilities needs assessment and impact fee study for **Sanitary Sewer**, **Parks**, and **Fire** facilities to include additional projects and estimated costs in the needs assessment. The Village adopted the amendment to the needs assessment in October, 2017. The amended needs assessment and impact fee study will allow the Village to apply impact fee revenues to additional projects that were not anticipated when the impact fee study was previously updated in 2014. Trilogy's services for this project were to prepare an amendment to the public facilities needs assessments in compliance with Wisconsin Statutes 66.0617.

Reference:

Tom Hoffman, Director of Engineering W156 N8480 Pilgrim Rd Menomonee Falls, WI 53051 (262) 532-4400 THoffman@menomonee-falls.org



Village of Sussex, WI-2012, 2015, 2018

Reserve Capacity Assessments for Sanitary Sewer and Water Facilities—In 2012, the Village hired Trilogy to update the Village's Sewer and Water Reserve Capacity Assessments (RCAs). The Village initially adopted the RCA fees in 1976 and has updated them several times since then. The water RCA is used to recover costs for wells, storage and pumping facilities, and water main oversizing for both existing and planned future facilities. The sewer RCA is used to recover costs for WWTP capacity, lift stations, and trunk sewer oversizing costs for both existing and planned future facilities. Revenues from the fees are used to offset capital costs for both new and replacement facilities. The fees were updated in 2012 to incorporate actual costs for several major sewer and water projects that were completed since the last update in 2005, to incorporate future projects into the fee calculations, examine water and sewer usage statistics and recast projections, and work with Village staff to incorporate RCA fees into annual budget projections. Trilogy updated the RCA fees again in 2018 to adjust them for updated projects, costs, and system capacity.

Library Impact Fee—In 2015, the Village retained Trilogy Consulting to prepare a public facilities needs assessment and impact fee study for a significant expansion and remodeling of its Library. Because the project included both remodeling and expansion of the existing library as part of construction of a larger combined Village Hall and Library facility, the study required a detailed analysis to determine the proportionate share of costs attributable to future development. Trilogy's services included preparation of a public facilities needs assessment in compliance with Wisconsin Statutes 66.0617, preparation of a draft ordinance to implement the fee, and attendance at the Village Board meeting and public hearing to present the proposed fees and answer questions. In April, 2015, the Village Board approved a library impact fee of \$800 per single family residence, with an annual increase of 8 percent per year until the fees reach the recommended amount of \$1,966 per single family household.

Park Impact Fee—In 2015, the Village also retained Trilogy to prepare an update to its public facilities needs assessment for park facilities based on its updated Comprehensive Outdoor Recreation Plan. Due to the increase in facilities costs for parks, the total amount of impact fee eligible costs would have resulted in a fee that was significantly higher than the fees in place in 2015. In November 2015, the Village Board adopted a schedule of annual increases of 4 percent per year until the fees reach the recommended amount of \$3,706 per single family household.

Trilogy's services for these fees included preparation of a public facilities needs assessment in compliance with Wisconsin Statutes 66.0617, preparation of reports for the proposed reserve capacity assessments, preparation of draft ordinances to implement the fee, and attendance at the Village Board meeting and public hearing to present the proposed fees and answer questions.



Reference:

Jeremy Smith, Village Administrator N64 W23760 Main Street Sussex, WI 53089 (262) 246-5200 JSmith@villagesussex.org

City of River Falls—2014

In 2014, Trilogy Consulting prepared a **Sewer Connection Fee and Water Impact Fee Update**. The water impact fee was initially implemented in 2002, and was updated in 2004, 2006, and 2009. Based on Trilogy's recommendations, the City adopted a new schedule of water impact fees and sewer connection fees per meter size in October 2014. The water impact fee per residential equivalent meter was increased from \$1,721 to \$2,226. The study proposed a single city-wide sewer connection fee based on meter size to replace the existing connection fee for the WWTP and area-specific fees imposed to pay for trunk sewers improvements. The WWTP portion of the sewer connection fee was calculated based on the existing value of WWTP assets per residential equivalent unit of capacity, essentially a 'buy-in' for the value of existing excess capacity. For both the water and sewer fees, the study included the remaining costs of completed projects that had not yet been recovered through impact or connection fees. Trilogy's services for this project included preparation of a public facilities needs assessment and impact fee study in compliance with Wisconsin Statutes 66.0617 and a sewer connection fee study, assistance drafting substantial revisions to the City's impact fee and connection fee ordinances, attendance at meetings of the Utility Advisory Board and the City Council to present the proposed fee, and attendance at the required public hearing.

Reference:

Scot Simpson, City Administrator 222 Lewis Street River Falls, WI 54022 (715) 426-3402 ssimpson@rfcity.org

Village of Menomonee Falls—2014

In 2014, Trilogy Consulting prepared an update public facilities needs assessment and impact fee study for the Village of Menomonee Falls. The study recommended a decrease in the Parks Facilities Impact Fee, an increase in the Water Facilities Impact Fee, a decrease in the Sanitary Sewer Facilities Impact Fee, and a decrease in the Fire Facilities Impact Fee. In January, 2015, the Village Board adopted the recommended impact fees. Trilogy's services for this project included preparing the public facilities needs assessment and



impact fee study in compliance with Wisconsin Statutes 66.0617, assisting with an amendment to the Village's impact fee ordinance, and attending the Village Board meeting and public hearing to present the study and answer questions.

Reference:

Tom Hoffman, Director of Engineering W156 N8480 Pilgrim Rd Menomonee Falls, WI 53051 (262) 532-4400 THoffman@menomonee-falls.org

Village of Mukwonago—2013 and 2017

In 2013, the Village adopted increased **Police Impact Fees**, **Fire Impact Fees**, **Library Impact Fees**, and **Water Impact Fees**, and reduced **Sanitary Sewer Impact Fees**, based on recommendations from Trilogy Consulting. The water impact fee funds both system-wide facilities and water main oversizing, while the sewer impact fee pays for lift stations and trunk sewer oversizing costs. Both fees are imposed on new development and redevelopment throughout the Village. The Village's fees were initially imposed in 2002 and 2003, and an important part of this update was determining the implications for public facilities needs of significant changes in population and development projections. The 2002/2003 studies were based on projections of three-fold growth of the Village by 2020 through annexations. The updated projections assumed growth of about 40 percent between 2000 and 2030.

Trilogy also prepared an updated **Sewer Connection Fee** study for the Village in 2013 to replace the existing connection fee which was adopted in 1980 and had not been updated since then. The connection fee was based on the value of the Village's Wastewater Treatment Facility and is used to fund capital costs for both new and replacement facilities.

In 2017, Trilogy updated the impact fee study and the Village adopted new fee amounts for police, fire, library, water, and sewer impact fees.

Trilogy's services for these projects included updating development projections and costs for future facilities; preparing the report required under Wisconsin Statutes 66.0617; updating the impact fee ordinance; presenting the recommendations to the Village Board and providing support for the public hearing. Trilogy also created an impact fee tracking worksheet for each fee to document expenditures for projects completed since the fees were adopted. Using this worksheet, the Village was able to verify that it was in compliance with time limits for expending impact fee revenues on the capital costs for which the fees were imposed; and that in fact some of the funds in the impact fee accounts could have been applied to past project costs or debt service.



Reference:
Diana Doherty, Finance Director
440 River Crest Court
P.O. Box 206
Mukwonago, WI 53149
(262) 363-6420 ext. 2101
ddoherty@villageofmukwonago.com

Christine A. DeMaster

Principal / Senior Consultant

169 E. Wisconsin Ave. Suite R Oconomowoc, WI 53066 Phone: 262-470-2277 Fax: 262-436-2102

Email: ccramer@trilogy-llc.com





Christine has been a consultant to local governments and utilities since 1997, providing analysis and advice on a wide variety of planning, economic and fiscal issues. Prior to forming Trilogy, Christine was consultant with Ruekert/Mielke from 1997 to 2011. While her work experience varies widely the common theme is a focus on helping local governments and utilities develop fair and equitable long-term plans and policies. Her strengths include not only sound, detailed and accurate analysis, but also the ability to explain her recommendations in terms that are easy to understand.

Christine is a member of the national and Wisconsin chapter of the American Water Works Association, and serves on the AWWA Rates and Charges Committee and a sub-committee charged with developing recommendations for utility reserve policies. Christine is the Chair of the WIAWWA Audit and Finance Committee. She is a registered Municipal Advisor with the Securities and Exchange Commission and the Municipal Securities Rulemaking Board and has passed the Series 50 Municipal Advisor Representative Qualification Exam.

Education:

- · Master's of Urban Planning, University of Wisconsin-Milwaukee, 1997
- · Bachelor of Science, Physics, Carroll College, 1994

Professional Affiliations:

- · American Planning Association, Wisconsin Chapter
- American Water Works Association, Wisconsin Chapter

Professional Qualifications:

 Series 50 Municipal Advisor Representative Exam

Experience & Expertise

- Public Facilities Needs Assessments and Impact Fee **Studies**
- Water and Sewer Rate Studies
- Cost-of-Service Rate Studies
- Specialized Rate Design, including Conservation Water Rates and High-Strength Sewer Rates
- Capital Infrastructure Cost Allocations
- Storm Water Utility Rate Studies and Development

- Utility Creation and Acquisition **Feasibility Studies**
- **Planning Services**
- Long-Term Capital Infrastructure Planning and Financial Analysis
- Tax Incremental Financing Planning and Analysis
- Expert Witness Testimony and Litigation Support
- · Specialized Economic and Statistical Analysis

- Public Policy Research and Analysis
- Redevelopment, Site and General Ordinance Drafting, Review and Updating
 - Fiscal Impact Analysis
 - Analysis of New Funding Methods
 - Grant Funding Research and Preparation of Applications
 - Landfill Siting Analysis & Negotiations

Christine A. DeMaster



With Trilogy Consulting, Christine has prepared, implemented, and updated the following public facilities needs assessments and impact fees:

- Law Enforcement Impact Fee, Oconomowoc, WI, 2019
- Transportation Impact Fee, Oconomowoc, WI, 2019
- Law Enforcement, Library, Fire Station, Sewer and Water Impact Fees, Mukwonago, WI, 2017
- Sewer Impact Fee, Menomonee Falls, WI, 2017
- Park Impact Fee, Menomonee Falls, WI, 2017
- Fire Impact Fee, Menomonee Falls, WI, 2017
- Water Impact Fee, Menomonee Falls, WI, 2017
- Park Impact Fee, Sussex, WI, 2015
- Library Impact Fee, Sussex, WI, 2015
- Water Impact Fee, River Falls, WI, 2014
- Sewer Impact Fee, Menomonee Falls, WI, 2014
- Park Impact Fee, Menomonee Falls, WI, 2014
- Fire Impact Fee, Menomonee Falls, WI, 2014
- Water Impact Fee, Menomonee Falls, WI, 2014
- Law Enforcement, Library, Fire Station, Sewer and Water Impact Fees, Mukwonago, WI, 2013

While employed by Ruekert/Mielke, between 1997 and 2011, Christine prepared, implemented, and updated public facilities needs assessments and impact fees for the following municipalities:

- City of Cedarburg
- Town of Cedarburg
- Village of Dousman
- Village of Eagle
- City of Fitchburg
- City of Franklin
- Village of Germantown
- Village of Grafton
- Village of Hartland
- City of Kenosha
- Village of Kewaskum
- Village of Menomonee Falls
- City of Middleton
- Village of Mukwonago
- City of Muskego
- City of Oconomowoc
- City of Racine
- Village of Sussex

Christine A. DeMaster



Presentations and Papers

"Depreciation Funding; Bond Financing; Pay As You Go, What's Best?", Infrastructure Renewal Engineering & Ethics Seminar, WIAWWA, November 2018

Illinois Association for Floodplain and Stormwater Management, Stormwater Funding Seminar, February 2018

"Utility Cash Reserves", Money Matters Column, Journal of the American Water Works Association, April 2018

"Funding Annual Water Infrastructure Replacement Programs" - Wisconsin Water Association Annual Conference, September 2017

"Reducing the Cost of Capital" - Water Finance Conference, Milwaukee, WI, August 2017

"Straight Talk About Water Finance" - Wisconsin Water Association Annual Conference, September 2013

"Balancing Declining Revenues and Increasing Costs" - Wisconsin Water Association Management Seminar, August 2013

"Managing the State Budget Crisis at the Local Level" – League of Wisconsin Municipalities Annual Conference, October 2011

"Doing More With Less: Collaborative Leadership for Service Delivery Workshop" – Local Government Institute of Wisconsin, April 2011

"Storm Water Utilities - Lessons Learned" - Waukesha County Storm Water Management Workshop, March 2011

"Tax Incremental Finance Basics" – Wisconsin Government Finance Officers Association, December 2010

"Racine Revenue Sharing Program" – Wisconsin Legislative Council, Special Committee on Local Service Consolidation, November 2010

"Managing Impact Fees" – Wisconsin Municipal Clerks and Treasurers Institute, UW-Green Bay Local Government Education, July 2010

"A New Model for Fiscal Regionalism: Greater Racine's Plan for Overcoming Fiscal Disparity", Government Finance Review, February 2004

Erik A. Granum

Principal / Senior Consultant

169 E. Wisconsin Ave., Suite R Oconomowoc, WI 53066 Phone: 920-723-2169 Fax: 262-436-2102 Emall: egranum@trilogy-llc.com





Erik has been working in the field of municipal and utility consulting since 2007, performing a wide variety of financial, economic and planning-related consulting services. His philosophy to municipal consulting is to provide an objective, fair and independent perspective for the client, while recognizing the political difficulties in public policy decision-making. He excels in developing alternative scenarios that meet the objectives of the municipality, while being reasonable and defensible for government decision makers that are held accountable to the residents and businesses in their communities.

Erik believes in providing local government officials and decision-makers recommendations that are based on the best available information so that public policy is sound, fair and logical. His passions lie in using available data and interpreting it into something that is understandable and has a positive real impact on communities. He is a registered Municipal Advisor with the Securities and Exchange Commission and the Municipal Securities Rulemaking Board and has passed the Series 50 Municipal Advisor Representative Qualification Exam.

Education:

- Master's of Urban Planning, University of Wisconsin— Milwaukee, 2009
- Bachelor of Business
 Administration, Marketing &
 Operations Management,
 University of Wisconsin—
 Whitewater, 2004

Professional Affiliations:

American Water Works
 Association, Wisconsin Chapter

Professional Qualifications:

 MSRB Series 50 Municipal Advisor Representative Exam

Experience & Expertise

- Water and Sewer Rate Studies
- Cost-of-Service Rate Studies
- Specialized Rate Design, including Conservation Water Rates
- Capital Cost Allocation
- Storm Water Utility Rate Studies and Development
- Public Facilities Needs
 Assessments and Impact Fee
 Studies

- Utility Creation and Acquisition Feasibility Studies
- Land Use Planning Services
- Long-Term Capital Planning and Financial Analysis
- Geographic Information Systems
 (GIS) Mapping & Spatial Analysis
- Tax Incremental Financing Planning and Analysis
- Expert Witness Testimony and Litigation Support

- Specialized Economic and Statistical Analysis
- Public Policy Research and Analysis
- Ordinance Review and Updating
- Fiscal Impact Analysis
- Life Cycle Cost Analysis
- Analysis of New Funding Methods
- Grant Funding Research and Preparation of Applications

Erik A. Granum Recent Projects



With Trilogy Consulting, Erik has prepared, implemented, and updated the following public facilities needs assessments and impact fees:

- Police Impact Fee, Oconomowoc, WI, 2019
- Transportation Impact Fee, Oconomowoc, WI, 2019
- Park Impact Fee, Sussex, WI, 2015
- Library Impact Fee, Sussex, WI, 2015
- Water Impact Fee, River Falls, WI, 2014
- Sewer Impact Fee, Menomonee Falls, WI, 2014
- Park Impact Fee, Menomonee Falls, WI, 2014
- Fire Impact Fee, Menomonee Falls, WI, 2014
- Water Impact Fee, Menomonee Falls, WI, 2014
- Impact Fee Update for Law Enforcement, Library, Fire Station, Sewer and Water Impact Fees, Mukwonago, WI, 2013

While employed by Ruekert/Mielke, between 2007 and 2011, Erik prepared, implemented, and updated public facilities needs assessments and impact fees for the following municipalities:

- Town of Cedarburg
- · Village of Dousman
- City of Fitchburg
- Village of Hartland
- Village of Menomonee Falls
- City of Middleton
- Village of Mukwonago
- City of Oconomowoc
- · City of Racine
- City of Waukesha

Project Budget



Task	Labor Hours	Per	Hour		Total
1. Kickoff Meeting					
Discuss information needs and schedule with City staff	4.00	\$	110	\$	440.00
2. Initial Feasibility Assessment		-		•	
Review plans and planning documents	13.00	\$	110	\$	1,430.00
Evaluate advantages for each type of facility	10.00	\$	110		1,100.00
Discuss recommendations with City staff	2.00	\$	110	\$	220.00
3. Population and Development Forecasts				-	
Trend analysis of historical growth	4.00	\$	110	\$	440.00
Projections of future development	10.00	\$	110	\$	1,100.00
4. Inventory of Existing Facilities		·			•
Fire	3.00	\$	110	\$	330.00
Library	3.00	\$	110	\$	330.00
Parks	3.50	\$	110	\$	385.00
Police	3.00	\$	110	\$	330.00
Transportation	5.00	\$	110	\$	550.00
Water	2.50	\$	110	\$	275.00
Sewer	5.00	\$	110	\$	550.00
5. Identification of Planned Facilities		,		·	
Fire	2.50	\$	110	\$	275.00
Library	6.50	\$	110	\$	715.00
Parks	5.00	\$	110	\$	550.00
Police	6.50	\$	110	\$	
Transportation	5.00	, \$	110	\$	
Water	3.50	\$	110	Ś	385.00
Sewer	4.00	\$	110	\$	440.00
6. Identification of Service Level Standards		•		•	
Fire	3.50	\$	110	\$	385.00
Library	2.50	\$	110	\$	275.00
Parks	3.50	\$	110	\$	385.00
Police	2,50	\$	110	\$	275.00
Transportation	4.50	\$	110	\$	
Water	3.50	\$	110	\$	
7. Identification of Existing Deficiencies and Proportionate Share Analysis		Ψ.	110	Υ	303.00
Fire	2.50	\$	110	\$	275.00
Library	2.00	\$	110	\$	
Parks .	2.50	\$	110	\$	
Police	2.00	\$ \$	110	۰ \$	
Transportation	3.50	\$	110	\$	
Water	3.50	ب \$	110		

Project Budget



Task	Labor Hours	Per H	our		Total
8. Identification of Capital Costs and Impact Fee Eligible Share					
Fire	2,50	\$	110	\$	275.00
Library	3.00	\$	110	\$	330.00
Parks	3.50	\$	110	\$	385.00
Police	3.00	\$	110	\$	330.00
Transportation	3.00	\$	110	\$	330.00
Water	5.00	\$	110	\$	550,00
9. Calculation of Proposed Impact Fees					
Fire	1.75	\$	110	\$	192.50
Library	1.25	\$	110	\$	137.50
Parks	1.50	\$	110	\$	165.00
Police	1.75	\$	110	\$	192.50
Transportation	1.75	\$	110	\$	192.50
Water	2.00	\$	110	\$	220.00
10. Sewer Connection Fee					
Identify costs to be included in connection	5,00	\$	110	\$	550.00
Calculate fee per unit	2.50	\$	110	\$	275.00
11. Report Preparation and Presentation					
Prepare draft report	12.00	\$	110	\$	1,320.00
Discuss draft report with City staff	3.00	\$	110	\$	330.00
Make revisions and prepare final report	7.00	\$	110	\$	770.00
Prepare presentation for Utility Commission	5.50	\$	110	\$	605.00
Present to Utility Commission	3.00	\$	110	\$	330.00
Prepare presentation for Finance Committee	8.00	\$	110	\$	880.00
Present to Finance Committee	3.00	\$	110	\$	330.00
Prepare presentation for City Council	5.50	\$	110	\$	605.00
Present recommendations at City Council meeting (2)	6.00	\$	110	\$	660.00
12. Ordinance Preparation and Review					
Prepare draft ordinance	4.00	\$	110	\$	440.00
Discuss draft ordinance with City and attorney	2.00	\$	110	\$	220.00
Assist with final ordinance preparation	3.00	\$	110	\$	330.00
Total	236.50			\$2	26,015.00
General Study Costs	105.00			\$	4,730.00
By Facility					
Fire	15.75			\$	2,549.34
Library	18.25			\$	2,954.00
Parks	19.50			\$	3,156.33
Police	18.75			\$	3,034.93
Transportation	22.75			\$	3,682.39
Water	20.00			\$	3,237.26
Sewer	16.50			\$	2,670.74

Project Schedule



In order to implement the fees by the end of the year, the following preliminary schedule of project milestones is proposed.

Milestone	Date
Project Kickoff Meeting	8/19/2019
Draft Report Complete	10/25/2019
Final Report for Presentation	11/8/2019
Utilities Committee Meeting	11/12/2019
Finance Committee Meeting	11/19/2019
Report Available for Public Review	11/26/2019
City Council Meeting	12/2/2019
City Council Meeting / Public Hearing	12/16/2019



To: Finance Committee/Common Council

From: Jennifer Rogers, City Clerk

Date: September 16, 2019

RE: Purchase 14 Badger Books for Elections

Electronic Badger Book

According to 2019 Preliminary Population Estimates reported by the State of Wisonsin Department of Administration, the City of Hudson has approximately 13,877 residents. There are currently 8,454 registered voters. The November 2018 General Election yielded 74.46% voter participation.

The Clerk Department's commitment to "putting people first" and "serving our community" guided our review of the voter check-in process. The Badger Book brings the traditional paper poll book into the digital era. Badger Books are a proven technology with over 32 states either currently using them or have plans to use them in the near term.

The use of electronic poll books is becoming increasingly prevalent as a critical component of election infrastructure. An electronic poll book will perform some of a poll worker's duties automatically, like identifying a voter by scanning a driver's license or issuing a voter a printed receipt.

The purchase of these electronic poll books will address the needs of the present and expand with the City into the future. Electronic poll books can make the voting process easier which can help dispel anxieties voters have about privacy and discrepancies.

Implementing new technology to the election administration could potentially stimulate youth to participate on election day as the process would be more applicable to their generation. The modern technology also offers seniors a devise equipped with larger displays of information and icons for easy use.

The Badger Books will provide a more streamlined process for election workers by walking them through the legally required step-by-step process. While still providing training to election workers prior to each election, the Badger Book will decrease the burden on election inspectors to memorize required information.

Necessary software will be provided by the Wisconsin Elections Commission at no charge and will provide local support, updates and upgrades to the software.

Every voter in the City will be affected by the improved efficiencies in the election administration.

Cost Savings

- Eliminate time spent by city staff and election inspectors reconciling poll books at the end of election night.
- Eliminate approximately 40+ hours of post-election data entry by the clerk's office which includes election day registrations, voter participation scans and reconciliation of election day voters.
- Data from the Badger Books would be downloaded into WisVote to eliminate the need for manual data entry.
- Serves as a diagnostic tool for resolving discrepancies between ballots issued and ballots counted.

Conclusion

For timely delivery and to provide necessary training for the 2020 Spring Primary Election, the Clerk's office is seeking approval for the purchase of 14 Badger Books for all three polling locations. To ensure timely delivery for the Spring Primary Election, the deadline to submit purchase order for the Badger Books is October 31, 2019.

Staff Recommended Action:

There are two staff recommendations for this purchase.

- A. Approve the budget adjustment of \$26,801 from the Undesignated Fund Balance to purchase 14 electronic Badger Books with accompanying equipment.
- B. Approve the purchase of 14 Badger Books with accompanying equipment and designate \$26,801 from the 2020 Capital Improvement Projects.

If option B is selected, the developer of the Badger Book, has agreed to date the invoice for January 2, 2020. They are looking for a commitment to purchase by October 31, 2019.



Paragon Development Systems, Inc.

13400 Bishops Lane Suite 190 Brookfield, Wisconsin 53005 United States (P) 262-569-5300

Customer

City of Hudson (003240) Rogers, Jennifer 505 Third St Hudson, WI 54022 United States (P) 715-716-5748 **Bill To**

505 Third St Hudson, WI 54022 United States (P) 715-716-5748

Ship To
City of Hudson
Payable, Accounts
505 Third St
Hudson, WI 54022
United States
(P) 715-716-5748

Quote (Open)

Date

Jul 25, 2019 12:07 PM CDT Expiration Date 08/24/2019

Modified Date

Jul 25, 2019 12:07 PM CDT

Doc #

2047467 - rev 1 of 1

Description

BadgerBook Stand Alone Printer

SalesRep

Berner, Dana (P) 262-569-5366

Customer Contact

Rogers, Jennifer (P) 715-716-5748

Payment Method

Terms: Net 30

Customer PO:	Terms: Net 30	Ship Via: FedEx Ground
Special Instructions:		Carrier Account #:

#	Description	Part #	Qty	Unit Price	Total
1	ElitePOS One AiO w. Standalone Cube Printer	5DV74US#ABA	14	\$1,641.00	\$22,974.00
	Note: P IDS ElitePOS G1 14 Touch All-in-One 141 Elite 14 LCD FHD UWVA HP Engage One AiO 500nit w/o MSR - Single Head and Bi-Direction Windows 10 Pro 64 US 8GB (1x8GB) DDR42400 SODIMM Memory 128GB M.2 PCIE TLC Solid State Drive DIB HP Engage 2D BarcdeScanner DIB Standalone Printer HP Engage One All-In-One Adv. I/O Connectivity Base - Attached 3/3/3 (material/labor/onsite) AiO/RP1 Model 1000 Warranty US HP Engage One AiO Rotate/Tilt Stand with Base Plate DIB HP Engage One AiO 24V PUSB Y cable (Cayman) Bundled (All-in-One) Packaging HP HP EngageOne AiO C13 Country Kit US Realtek bgn 1x1 +Bluetooth 4.0 WW	nal Int Chassis			
2	4yr 9x5 NBD Onsite Support Upgrade, Retail Pkg	UL589E	14	\$119.00	\$1,666.00
3	Bluetooth 3.0 Wireless Keyboard/Mouse Set	BUS0399	14	\$34.00	\$476.00

000522

14

\$79.00

\$1,106.00

Note: Technical Configuration: 09137 Imaging Services

PDS Configuration Services

000522

Physical Configuration: 09140 Labeling Services 499888 *Save Boxes* Repackage f/Shipment 65306 Custom Configuration 319621 Component Repackaging

 Subtotal:
 \$26,222.00

 Tax (0.000%):
 \$0.00

 Shipping:
 \$0.00

 Total:
 \$26,222.00

Terms and Conditions

Unless a specific Master Services & Product Sales Agreement is in effect between the parties, this quote is subject to PDS's Terms & Conditions which can be viewed at http://www.shoppds.com/termsofsale.aspx

Shipping and tax amounts are estimated.

Purchases made by credit card may be subject to a 3% Convenience Fee at the time of invoicing.

PDS has been notified by numerous technology manufacturers that pricing is subject to rapid change due to the recent tariffs imposed on China.

While we will make every effort to update you with any changes as they arise, we are unable to guarantee pricing. This situation is not unique to PDS and likely has impact across most technology manufacturers.

Please contact your sales team with additional questions.



Paragon Development Systems, Inc.

13400 Bishops Lane Suite 190 Brookfield, Wisconsin 53005 United States (P) 262-569-5300

Customer

City of Hudson (003240) Rogers, Jennifer 505 Third St Hudson, WI 54022 United States (P) 715-716-5748 **Bill To**

505 Third St Hudson, WI 54022 United States (P) 715-716-5748 Ship To

City of Hudson Payable, Accounts 505 Third St Hudson, WI 54022 United States (P) 715-716-5748 Quote (Open)

Date

Jul 25, 2019 12:09 PM CDT Expiration Date 08/24/2019

Modified Date

Jul 25, 2019 12:10 PM CDT

Doc #

2047472 - rev 1 of 1

Description

BadgerBook Stand Alone Printer Options

SalesRep

Berner, Dana (P) 262-569-5366

Customer Contact

Rogers, Jennifer (P) 715-716-5748

Payment Method

Terms: Net 30

Customer PO:	Terms:	Ship Via:
	Net 30	FedEx Ground
Special Instructions:		Carrier Account #:

#	Description	Part #	Qty	Unit Price	Total
1	DataTraveler 4000 G2 16GB USB Flash Drive	DT4000G2DM/16GB	3	\$90.00	\$270.00
	Note: Elections recommends at least one per polling location				
2	Thermal Receipt Paper, 3.125"x230', 10pk STAND ALONE PRINTER ONLY - SHIPPING INCL	RPT3.125-230-10PK	3	\$35.00	\$105.00
3	Router and Configuration Services				
	E900 802.11b/g/n Wireless Desktop Router	E900-NP	3	\$39.00	\$117.00
	PDS Inc - PDS Configuration Services 000522	000522	3	\$29.00	\$87.00
	Bundle Subtotal		1	\$204.00	\$204.00

 Subtotal:
 \$579.00

 Tax (0.000%):
 \$0.00

 Shipping:
 \$0.00

 Total:
 \$579.00

Terms and Conditions

Unless a specific Master Services & Product Sales Agreement is in effect between the parties, this quote is subject to PDS's Terms & Conditions which can be viewed at $\underline{\text{http://www.shoppds.com/termsofsale.aspx}}$

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